Business Administrators’ Forum

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DeTamble Auditorium | November 21, 2014

New Faces in Finance

Presenters: Brandon Gilliland, AVP for Finance & Controller
James Shore, AVP Budget & Financial Planning

Portfolio of Financial Services & Our Key Initiatives

Presenter: Brandon Gilliland, AVP for Finance & Controller

SRI Update: Business Process Improvement Initiative

Presenter: Emily Neese, AVP, Strategy & Operations

What You Need to Know Before You Accept Credit/Debit Cards

Presenter: Nathan Anderson, Director, Financial Systems & Analysis

Procurement Services' Updates

Presenter: Rosey Murton, Director, Procurement Services

Accounts Payable's Policy Updates

Presenters: Kim Crewey, Assistant Controller, Financial Operations
Allison Belton, Director, Accounts Payable

Business Administrator Orientation

Presenter: Jennifer Rogers, Training and Communications Specialist

New Faces in Financial Services

Presenters: Brandon Gilliland, AVP for Finance & Controller
James Shore, AVP for Budget & Financial Planning

New Faces in Financial Services

Allison Sallee	University Cashier	May 27
Lesli Tuttle	Customer Relationship Rep, SFS	June 2
Rosey Murton	Procurement Services Director	July 1
Marnie Matthews	Associate Controller	August 26
Sarah Doby	Accountant, SFS	August 29
Jolene Cox	Senior Accountant, FAR	November 17
Rachelle Grant	Office Manager	December 1

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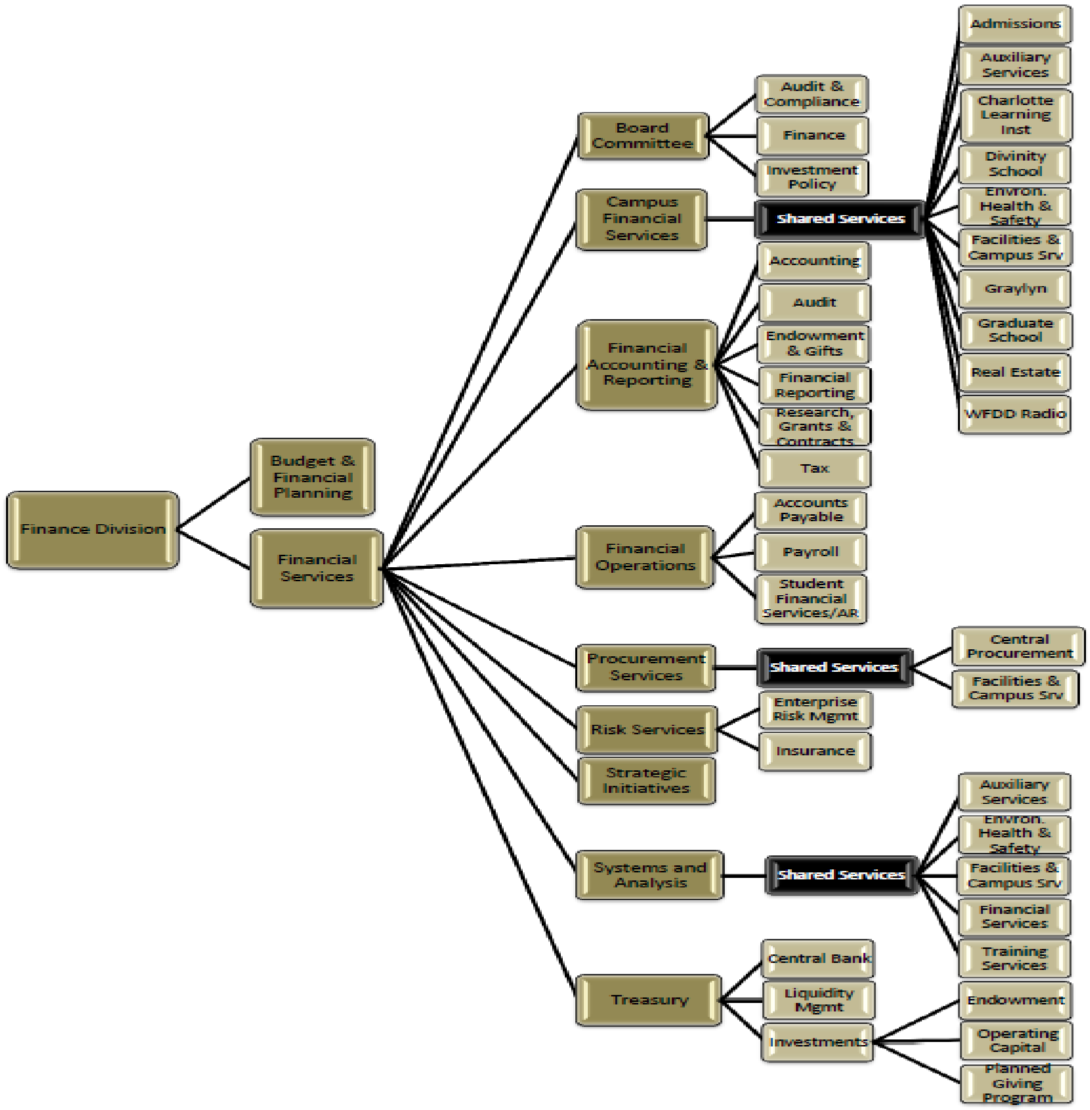
New Faces in Budget & Financial Planning

Wendy Harper	Senior Financial Management Analyst	December 1
Buffi Vestal	Financial Management Analyst	Mid -December

Portfolio of Financial Services & Key Activities

Presenter: Brandon Gilliland, AVP for Finance & Controller

Portfolio of Financial Services



Key Activities

Recent Accomplishments

- Deacon Depot
  - Auto Receiving
  - Internal Service Providers
- Pcard
  - New interface with bank
  - Integration with end user reporting
- Training
  - COGNOS
  - Journal Voucher
  - Mid-year Closing Procedures
  - Restricted Fund Accounting

Looking Forward …

- WF@Work
  - Online W4 and NC4
- Business Process Improvement
  - Personnel
  - Non-personnel
    - Travel & Entertainment
    - How we manage contracts
- Bursting of end user reports
- Policy & Procedure Library
- Training & Orientation
- Sustainability Request Program
- Identifying metrics to help us measure the level of our customer service
- COA Allocation vs. Fee For Service

SRI Update: Business Process Improvement

Presenter: Emily Neese, AVP, Strategy and Operations

BPI Mission and Goals

Mission:

Bring together department and school representatives to improve data standards and processes supportive of campus-wide academic & business operations, vision, strategy and goals

Goals:

- **Identify best practices and implement campus process improvements, resulting in accuracy, time savings, cost efficiencies and greater user engagement and ownership**
- **Implement suitable IS automation refinements and/or solution replacements for targeted functions and processes**
  - Leverage available Banner best practices and capability where underutilized
  - Evaluate and consider solution alternatives where gaps exist for functional and user experience

Improving How We Transform University Resources

WFU Resources
(Key Inputs)

69% of University Investment Is Human Capital Related

Resource Decisions →	**Data Standards** →	**Underlying Processes** →	**Value of Information**
"Priorities"	*"Definitions"*	*"Procedures"*	*"Outcomes"*
Examples: • Compensation • Workload • Tenure • Space • Development • Capital allocation	Examples: • Titles • Jobs • Faculty Rank • Classification • Location • Processing Data Specs • Use and archiving	Examples: • Hiring • Selection • Evaluations • Promotions • Position Mgt. • Separations • Add. Comp.	Examples: • Competitive Compensation • Effectiveness • Engagement • Status Tracking • Timely Decisions

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Mission and Brand Excellence
(Desired Result)

With Better, More Efficient, and Aligned Achievement of University Vision, Strategy, and Goals

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Challenges

- No consistent method for initiating personnel transactions
- Managing risk is challenging
- Pay rate changes and additional compensation requests come to HR in multiple forms
- Nonstandard, paper intensive processes that are inefficient, cause delays, creates risk and lacks tracking capability, requiring staff to spend time on non-value added work
- Redundancy in keying information on form and then in multiple systems
- Personnel agreements/offer letters are not often included in personnel action requests
- Lack of document imaging processes and technology
- Underdeveloped data standards

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So What Did We Do This Fall?

- **Engaged key staff in Banner revitalization effort**
  - Conducted simultaneous business process modeling of compensation transactions and intensive Banner workflows and processes
  - Looked for opportunities to clarify business policies, simplify processing and seek opportunities to standardize and automate where appropriate
  - Identified desired state, guided by peer benchmarking, process modeling and select strategic/operational metrics
  - Identified, documented and prioritized key change points for reconfiguring Banner to support future state performance expectations
  - Will promote enterprise view regarding service delivery standards, process definitions-connections and data usage

What Comes Next?

- **Plan and implement targeted improvements and associated solution requirements (technical, process/procedural policy, training)**
  - ➢ Rollout near-term action items, with high benefit and low effort
  - ➢ Continue parallel pathway of assessing current processes for potentially wholly redesigned processes, new systems and technology

Employee Lifecycle & Process Improvements

The Employee Lifecycle is defined by three types of events:

1. **Pre-employment/Onboarding**
   - Currently, there are three methods of intake.
   - 27 Critical Data Elements are needed to initiate the hiring process.
2. **Employee Changes**
   - Promotions, transfers, pay/title changes, etc.
3. **Exits**
   - Developed a standardized process.

Process Improvement Objectives:

- Timely reporting from Banner
- Business process and data standards
- Consistency in title and pay across campus
- Salary market data
- Transparency
- Efficiency
- Confidence and value in reporting

Managing Human Capital – Position Control: A Graphical Example

Position (functional)

P-Class 1 – President(s) 01 position)

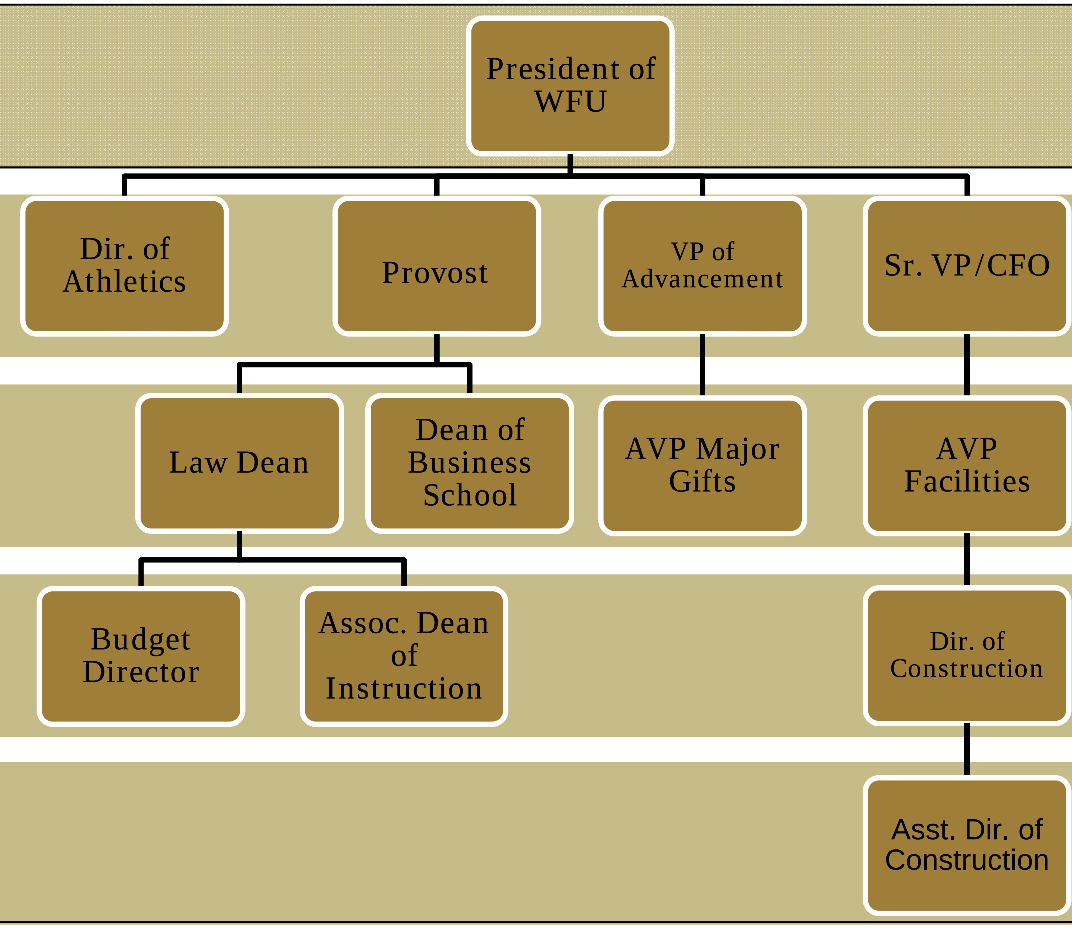
P-Class 2 – Vice President(s) (10 positions)

P-Class 3 – AVP/Director I (20 positions)

P-Class 4 – Director II (25 positions)

P-Class 5 – Manager (30 positions)

Jobs (operational)



Types of Titles in Banner

I. Job Title:

- Operational title
- (Business Card Title)
- WIN title
- Used for internal (WFU) reporting
- Ad hoc reporting for departments

II. Position Title:

- Functional title
- Not visible in WIN
- Market pricing
- Used for external (Regulatory) reporting
- IPED and accreditation reporting

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Job Title Structure (Operational Title)

Benefits

- Titles remain the same with minor updates
- Improved reporting for campus and HR

Examples

Administrative Assistant Admin. Assistant Administrative Asst. Admin Asst.	Admin Asst	Associate Director Assoc. Director Assoc. Dir. Assoc. Dir.	Assoc Dir

Data Standards & Reporting Accuracy

Reporting:

- Need for accurate on-demand reports for:
  - President
  - Provost
  - Vice President for Finance and Administration
  - Institutional Research
  - Business Managers

Critical Data Elements:

- Position
- Personal
- Organizational
- Compensation

Faculty and Staff Information:

- Collected at time of hire
- How to manage during employment lifecycle

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Next Steps and Timeline for Spring 2015

- **Timeline**

- **November/December –**
  - Finalize critical data elements
  - Identify technology tools to be used
  - Complete the implementation plan for Spring
  - Define success criteria

- **Spring 2015 –**
  - Development of technology tools
  - Data Clean up
  - Policy and Communication and Process Documentation
  - Training
  - Integration with Budget System
  - PEAFACT/Faculty
  - Chart of Accounts changes

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What You Need to Know <u>Before</u> You Accept Credit/Debit Cards

Presenter: Nathan Anderson, Director, Financial Systems & Analysis

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A List of Distinction

STAPLES
that was easy.

Michaels
Where Creativity Happens

TARGET

THE HOME DEPOT

DQ

kmart

Neiman Marcus

WHITE LODGING

Risks for Wake Forest Associated with Payment Card Breaches

- Reputational risks
- Financial liability
  - Fines imposed by the card associations (e.g. Visa, MasterCard, American Express, etc.)
  - Monetary costs associated with remediation (e.g. cardholder notification, card replacement), assessment, forensic analysis, repayment of fraudulent charges or legal fees
  - Suspension of the merchant account

What is Cardholder Data?

- Includes the following card attributes:
  - Primary Account Number (PAN) – The payment card number (credit or debit) that identifies the issuer and the particular cardholder account
  - Cardholder Name
  - Expiration Date
  - Service Code – a 3 or 4 digit code on the magnetic stripe

- If cardholder name, service code, and/or expiration date are stored, processed or transmitted with the PAN, or are otherwise present in the cardholder data environment, they must be protected in accordance with applicable PCIDSS requirements.

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Payment Card Acceptance Policy

- The Payment Card Acceptance policy requires the University to
  - Be compliant with the Payment Card Industry Data Security Standards (PCIDSS)
  - Provide a secure environment to protect cardholders and the University against loss and fraud

- PCIDSS is a comprehensive set of rules that govern the secure processing, storing, transmitting and disposing of cardholder data

- Everyone at WFU is required to follow the policy and related procedures

Payment Card Acceptance Procedure

- The Payment Card Acceptance procedure defines
  - Approvals needed to begin the process of accepting payment cards
  - Steps to become a merchant
  - Guidelines for POS and e-commerce transactions
  - Costs and fees that the merchant pays
  - Instructions pertaining to deposits, reconciliations and refunds
- Existing relationships exist to provide a standard for the campus community
  - Merchant processor: Elavon
  - Online payment card processing system: Nelnet Commerce Manager

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Payment Card Acceptance Procedure: Becoming a Merchant

1. Complete the ‘Request to Process Payment Cards’ Form
2. Provide any draft contract language
3. Provide hardware / software info
4. Submit procedures on safeguarding cardholder data

These steps need to be completed PRIOR to entering any contract or purchasing equipment.

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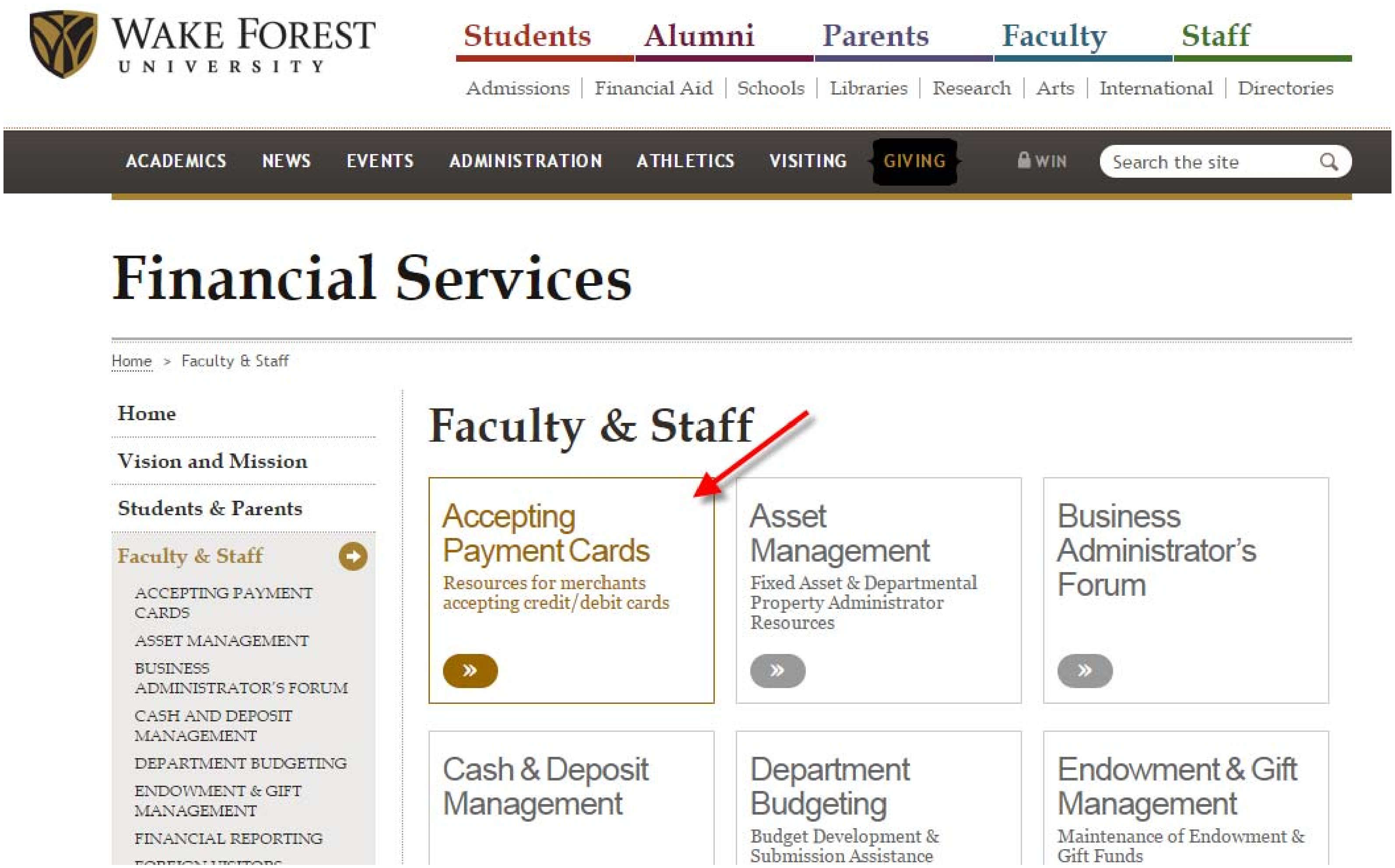
Terminal Rentals

- Did you know that Financial Services rents payment terminals?
  - Cellular / wireless payment card machines
  - Can be used by any WFU department or student organization that is holding an authorized University event

- In order to reserve a terminal just follow the instructions on the Financial Services web site

Accepting Payment Cards Web Site



http://finance.wfu.edu/

Procurement Services' Update :
Goals and Projects
Fiscal Year 2015

Presenter: Rosey Murton, Director, Procurement Services

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FY2015 Projects Substantial Completion

Enhance Service for Campus Customers

- **Updated University Procurement Card (PCard) User Interface**
- **Implemented electronic University PCard refresher training**
- **New receiving thresholds for Deacon Depot users**
- **Internal Service Providers (ISPs) loading in Deacon Depot**

Maximize Cost Savings Opportunities

- **Implementation of Apple catalog in Deacon Depot**

FY2015 Projects
In Progress/On-going

Enhance Service for Campus Customers

- **Procurement 101**
  - **Refresher of basic understanding of the procurement process**
  - **Become more familiar with procurement methods**
  - **Understand where to go for assistance, additional information and training**
- **Updating Policies and Procedures**
- **Scientific Strategy Group**
  - **Partner with campus Subject Matter Experts "SMEs" to develop procurement plan for leveraging of spend**
- **Procurement Advisory Group**
  - **Create a procurement advisory group to implement new ideas, respond to campus concerns.**

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FY2015 Projects In Progress/On-going

Maximize Cost Savings Opportunities

- **Partner with departments to identify areas for cost savings**
- **Identify and increase catalogs in Deacon Depot based on campus customer feedback**
- **REMI Pilot Project with Nanotechnology**
- **Negotiating stronger rates for campus customers – Airgas**
- **Strategic Resource Initiative (SRI) cost savings projects**
  - **Office supplies**
  - **Janitorial supplies**
  - **Computer peripherals**
- **Enhance Capital Procurement Process Flow**
  - **Electronic forms for capital projects in Deacon Depot**

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New AP Policy
Revised Travel and Meals & Entertainment Procedures

Presenters: Kim Crewey, Assistant Controller, Financial Operations
Allison Belton, Director, Accounts Payable

New Accounts Payable Disbursement Policy

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Introduction to a New Policy

- **The University will pay for all necessary, appropriate and reasonable business-related expenses**
    - **Expenses should be consistent with the normal business operations**
    - **Expenses must be reasonable in nature**
    - **Faculty and staff should use prudent business judgment coupled with disciplined budgetary control when expending University funds**

- **The policy is intended to support both federal and state regulations, including the support of an accountable plan**

- **Departments may implement more restrictive policies and procedures, which the department will need to monitor and enforce**

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Overall Changes to Both Procedures

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Overall Changes- Both Procedures

- **Business purpose and it's components**
  - **Must be clear and concise**
  - **Documented on each request submitted to AP**
  - **Should include answers to the questions:**
    - Who—include the relationship to the University, even if the person is an employee of the University
    - What
    - Where (can be documented on a receipt if receipts are required)
    - When
    - How—include how the expense benefits the University

- **Accountable Plan Rules**
  - **All expenses must be substantiated within a reasonable period of time**
  - **60 days from the date the expense was incurred or 30 days from return of trip, whichever is later**
  - **Unsubstantiated requests that extend past this deadline may be considered taxable income.**

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Overall Changes- Both Procedures

- **Proof of Payment Requirements**
  - **Copy of canceled check**
    - Both front and back of check
  - **Bank/Credit card statement**
    - You should redact all information other than the account holders name and the transaction in question
  - **Receipt showing a zero balance due with the payment method listed**
  - **Receipt with signature of person receiving cash. Receipt must include:**
    - Person’s name (must be legible)
    - Amount
    - Date cash was exchanged

- **Travel Status—when an employee is required to be away from their main place of work substantially longer than an ordinary work day and there is need for rest or sleep.**

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Overall Changes- Both Procedures

- **Payment methods are negotiated by Procurement Services and Accounts Payable for invoices submitted for processing through Deacon Depot and direct pay**
  - **vCard**
  - **Pcard**
  - **ACH**
  - **Direct Deposit**
  - **Check**

- **The University Pcard should be used in the following scenarios:**
  - **Travel related expenses**
  - **Meal and entertainment expenses**
  - **One-time or emergency purchases for less than $2,500**

Overall Changes- Both Procedures

- **Reimbursement timelines have changed**
  - **Accounts Payable will review your reimbursement request within 10 business days for employees and students**
  - **If additional information is needed after the review, the request will be mailed back to the department—this resets the 10 business day period**
  - **For employees the payment date will be 10 days from the date AP enters the invoice for payment**

Overall Changes- Alcohol

- **Alcohol Purchases are only allowed in certain circumstances:**
  - **Fundraising activities**
  - **Alumni events**
  - **Infrequent departmental events**

- **Documentation Requirements for catering and meals have changed to support the allowance of limited alcohol**
  - **Detailed receipts or invoices will be required <u>before</u> payment**
  - **Invoices from catering companies (e.g. Aramark and Ovations) will need to include a detailed list of items purchased and this should accompany the invoice when submitted to AP**

Revisions to the Meals and Entertainment Procedure

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Local Meal Changes

- **Meals will no longer be allowed on a tax-free basis for employees traveling locally unless the employee's workday is 12 hours or more**

- **The requirements for meals between employees have changed**
  - **These should occur on a rare basis**
  - **A detailed business purpose must accompany the documentation submitted to AP**
  - **The purpose should include why the business being conducted between the University employees cannot be done in the office (i.e. confidentiality) <u>and</u> at another time (i.e. scheduling conflicts).**
  - **An explanation of the reason why the meeting could not take place in the office must accompany the documentation**

- **The highest ranking employee of the hosting department should incur the expense on that person's University Pcard**

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Revisions to the Travel Procedure

Travel Changes

- **Student Travel—in general terms—determination will depend on the facts and circumstances of each travel event**
  - **If the travel is related to the students educational pursuit and is to the benefit of the student, the travel is considered a nonqualified scholarship and reportable on Form 1098-T**
    - Requests for this type of payment should be completed on the Student Disbursement Form
  - **If the student's travel is related to University employment, a student group, or athletic event, the travel may be considered a business expense and not reported as a nonqualified scholarship**

Travel Changes

- **A conference agenda or schedule is required as documentation, along with the already established documentation requirements for proof of payment**
- **If an employee elects to use their personal credit card to purchase travel expenses, (e.g. airfare, conference registration, and prepaid hotel), the travel expenses will not be reimbursed until all expenses for the trip can be submitted for reimbursement or final University credit card statement (if the card was used for some travel expenses)**
- **Additional airline fees will require a detailed and justified business purpose to remain tax-free**

Travel Changes

- **If an employee owns a second residence that can be utilized for their business lodging, payment will not be permitted**

- **Tokens of appreciation for people when employees are staying in a private residence at no cost while traveling on University business are permitted.**
  - Purchase of a non-cash token that cannot exceed $75.00 per trip
  - Gift cards are considered same as cash—not allowable

- **Generally, spousal and guest travel is not allowed; however, in certain circumstances it is allowable tax-free. In order to determine taxability, the following information is needed:**
  - A detailed itinerary outlining the: who, what, where, when and how the spouse or guest's activities was needed for the duration of the trip
  - The activities need to demonstrate a business purpose for the duration of the trip and cannot be incidental

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Travel Changes

- **Incidental duties are when a spouse or guest attends a meeting or conference and has no significant role or performs only minimal duties.**
  - Examples of incidental duties:
    - Goodwill
    - Organizing schedules
    - Support during speaking engagements
    - Note taking

- **Documentation to support tips for service providers has been updated to include:**
  - A signed acknowledgement of the amount paid to the individual, including the company they work for, if applicable
  - The person's printed name, address, telephone number, or a completed Form W-9
  - The citizenship of the service provider—if not a US citizen then the payment should be made by the University

Calendar Year End Processing Dates

- **Reimbursement Requests have a 10 business day processing timeframe**
  - Requests should be to AP by noon December 15, 2014

- **Invoices have a 5 business day processing timeframe; however, AP pays according to stated payment terms or negotiated contract terms**
  - Requests should be to AP by noon December 15, 2014

Business Administrator Orientation

Presenter: Jennifer Rogers, Training and Communication Specialist

- **Quick Quiz**

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- **High level overview**
- **Deep dive into specific topics**

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Your Thoughts

- **For each business process:**
    - List topics you feel would be beneficial to an orientation:
        - ✓ What you wish you had known
        - ✓ What you feel is critical for a new business manager

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Upcoming Classes

Topic	Class	Date	Time
DeaconSpace	Space Manager Tips & Tricks	12/1/14	3:30 – 4:30 (WebEx)
	Space Managers: Memorizing Confirmation Reports	12/3/14	11:00 – 12:00 (WebEx)
	Space Managers: Managing Web Requests	12/4/14	3:00 – 4:30
Cognos	Cognos Financial Reporting Training	12/10/14	2:00 – 4:30
PCard	Refresher Training	Anytime	Self-paced, online
	University Credit Card Training	12/2/14	2:00 – 3:30
		12/15/14	10:00 – 11:30

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Upcoming Meetings

Tues., 12/16/14	10:00 - 11:30 AM	302 Wingate Hall
Mon., 1/26/15	1:00 - 2:30 PM	410 Benson
Tues., 2/24/15	9:00 - 10:30 AM	401D Benson
Wed., 3/25/15	2:00 - 3:30 PM	410 Benson
Thurs., 4/23/15	10:30 - 12:00 PM	401D Benson
Wed., 5/20/15	1:30 - 3:00 PM	401D Benson

Your input is essential as we continue to collaborate and discuss items of interest so that we can improve how we do business at Wake. So, please continue to send along suggestions; questions; and topics you want to hear about, know about, or discuss with others.