Recap of Project

Implementation of an institutional budget planning and administration software application.

1. **BUDGETING**
   - develop and populate budgets
   - view, manage and administer budget

2. **POSITION & SALARY PLANNING**

3. **FORECASTING & MODELLING**
   - develop multi-year budgets and prepare forecasts (annual, quarterly and/or monthly)
   - run scenarios and model initiatives

4. **ACCESS**
   - web-based, single sign-on capabilities
   - role based security and workflow
1. Project Status

STATUS: Service agreement signed

VENDOR: Huron Consulting Group

SCOPE: Implementation of Oracle’s Planning and Budgeting Cloud Services (software as a service version of Hyperion Planning)

- project management
- roadmap development
- business analysis and fit-gap
- system design and development
- product integration or interfacing
- configuration and testing
- change management and communications
- training and knowledge transfer
Approach & Timelines (preliminary)

<table>
<thead>
<tr>
<th>PROJECT PHASE</th>
<th>Month 1</th>
<th>Month 2</th>
<th>Month 3</th>
<th>Month 4</th>
<th>Month 5</th>
<th>Month 6</th>
<th>Month 7</th>
<th>Month 8</th>
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</thead>
<tbody>
<tr>
<td>Initiate (Roadmap)</td>
<td>1</td>
<td>2</td>
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<tr>
<td>Analysis &amp; Design</td>
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<tr>
<td>Development</td>
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<tr>
<td>Testing</td>
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<td>5</td>
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<td>Support</td>
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</tr>
</tbody>
</table>

1. Software training provided by Huron for the UoA. Training can be onsite at UoA and all materials and training environments provided by Huron.
2. UoA Roadmap Presentation and Review
3. Hands-on training provided to UoA key users during development, including conference room pilots.
4. Training for UoA testing team ahead of User Acceptance Testing process
5. End-user training for all UoA end-users. Train the trainer approach to ensure knowledge transfer on training. Huron will provide initial training and materials to UoA

Stakeholder Participation

Different stakeholders will approach the project differently.

- Budget Office
  What functionality helps us meet our objectives?

- User Community
  What functionality helps us meet our objectives? Too much change?

- Project Team
  Given resources available, how much can be accomplished? Impact of methodology?

- Other
  Policy or process best practices, lessons learned from other implementations

Roadmap
Project Resources & Structure

Executive Sponsor
Phyllis Clark, VP F&A

Steering Committee
Chaired by Project Sponsor - Philip Stack, AVP RMS

Advisory Committee
Co-Chaired by Chad Schulz and Ray Wong

Project Management Team
Co-Chaired by Business Lead and Project Manager - Ray Wong and Terry Harris

Stakeholders
Financial Management Committee, Faculties, and Portfolios

Huron Consulting Group
Vendor Resources

Budget Framework
(proposed direction)

Comprehensive Budget Planning

Current State:
• only operating funds
• focused only on expense side

Conceptual Framework:
• comprehensive approach to include funds and revenue
• financial statement format (analogous to “profit-loss” statement)
• Budget/forecast revenues → allocate (budget) expenditures
### Sample (for illustrative purposes)

<table>
<thead>
<tr>
<th>Budget Revenues</th>
<th>Revenue</th>
<th>Examples and Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget Allocation</td>
<td>12,000</td>
<td>Base and temporary budgets (aka permanent and one-time)</td>
</tr>
<tr>
<td>Tuition and Fees</td>
<td>875</td>
<td>Instructional tuition, differentials, cost recovery courses, etc.</td>
</tr>
<tr>
<td>External Revenue</td>
<td>95</td>
<td>Clinical, conference fees, contracts, etc.</td>
</tr>
<tr>
<td>Transfers In (?)</td>
<td>75</td>
<td>TBD. Revenue source or below the line adjustment.</td>
</tr>
<tr>
<td><strong>Total (revenue)</strong></td>
<td><strong>13,045</strong></td>
<td></td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Expenditures</th>
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</thead>
<tbody>
<tr>
<td>Salaries &amp; Benefits</td>
<td>13,668</td>
<td></td>
</tr>
<tr>
<td>Supplies &amp; Materials</td>
<td>975</td>
<td></td>
</tr>
<tr>
<td>Transfers Out (?)</td>
<td>(256)</td>
<td>TBD</td>
</tr>
<tr>
<td><strong>Total (expenditures)</strong></td>
<td><strong>14,407</strong></td>
<td></td>
</tr>
</tbody>
</table>

| Surplus (Deficit)                | (1,362)                      |                                                                                  |
| Transfer from Reserve            | 1,362                        | Use of flex. Premise: must submit a balanced budget.                              |
| **Surplus (Deficit)**            | **-**                        | A year-end surplus would represent an increase to “flex”.                         |

* Outstanding issues: responsibility for the line item, management of flex, intra fund transfers.