

Impact23 Program Overview & Structure

Campus Finance Committee
November 10, 2022 Meeting



Impact23 Program

Agenda

1. **Program Overview:** Objectives, Scope, Mission, and Timeline
2. **Program Structure:** Governance, Membership, and Campus Participation
3. **Reporting and Data:** Strategy, Availability, and Looker
4. **UC Collaboration:** UCR's Response to UC Academic Senate Letters, and UC Oracle Mini-Summit

General: impact23@ucr.edu

Travel: travelfeedback@ucr.edu

Website: Impact23.ucr.edu



Impact23 Program Overview



Impact23 Program

Modernizing UC Riverside's Financial Systems

The Impact23 program is a multi-year initiative to replace our financial system and transform how UC Riverside (UCR) transacts, develops budgets, tracks spending/revenue, and performs financial reporting.

The program is a collaborative project involving BFS, ITS, FP&A, Research (RED), our implementation partners, and campus stakeholders from staff and faculty across our schools and colleges to implement a comprehensive suite of cloud-based solutions.



Reasons for Change

- UC Office of the President has mandated adoption of a common chart of accounts by July 2023
- UCR formally evaluated options via an RFI in 2018, and all RFI responses recommended Oracle Cloud vs. other options, which included upgrading existing systems
- Campus last upgraded its financial systems in 2005, from a 1999 implementation, and UCR's current PeopleSoft version (8.8) is no longer supported as of May 2019
- Many of the business applications (e.g., eBuy, iTravel) are end of life and not feasible to update without impacting financial systems
- UCR campus departments need more robust reporting, and data analytics to best perform fiscal responsibilities

Program Objectives

- Minimally customized, configuration-driven financial system
- Future-proof solution to allow for feature and security upgrades, with continued vendor support
- Implement leading practices and business process transformations
- Deliver meaningful benefits to campus users
- Learn from the UCPath implementation
- Learn from implementations at other UC campuses

What is Changing?

Modernizing UC Riverside's Financial Systems

UCRFS – eBuy – eAward					iTravel	eCAF
 <p>Delivers financial applications designed to automate and streamline financial management and budget processes. This system has become a standard in the UC system (deployment July 2023).</p>					 <p>Provides an automated, customer-focused travel and expense solution (deployed 7/2022).</p>	 <p>Offers a research solution for pre-award (expected deployment 7/2023).</p>
Record to Report	Projects & Grants	Procure to Pay	Planning & Budgeting	Financial Reporting	Travel & Expense	Sponsored Programs
<ul style="list-style-type: none"> • General Ledger • Chart of Accounts • Banking • Asset Management 	<ul style="list-style-type: none"> • Contracts & Grants • Capital Projects • Related Receivables 	<ul style="list-style-type: none"> • Procurement • Payables • Payment • Supplier Management 	<ul style="list-style-type: none"> • Financials and Workforce Planning and Budgeting 	<ul style="list-style-type: none"> • Financial Reports and Analytics 	<ul style="list-style-type: none"> • Travel Requests • Travel Reimbursements • Travel Booking • Conversion to Corporate T&E Card • Card Program Request • Phase2 in July 2023 will expand the functionality 	<ul style="list-style-type: none"> • PreAward Requests • Grants Management *Research Compliance Module (separate from Impact23 program)

Mission & Guiding Principles

Deploy a minimally-customized, configuration-driven financial system ERP software solution that allows for future upgradeability and continued support through the implementation of best practices and business process transformations with the goal of delivering meaningful benefits to campus users.



Deliver User Value

- Engage the campus collaboratively, focusing on system usability and user training.
- Provide a robust collection of standardized reports upon deployment, allowing users to focus on analysis and problem solving by developing reports, dashboards, and data visualizations with open access to standard datasets and legacy system archive data.
- Provide flexible security management and access to department users, integrating with a campus access and role authorization system, and campus single sign on.



Maintain Program Quality

- Comply with UCOP's Common Chart of Accounts (CCOA) initiative by the deadline of July 2023, with full assurance of a minimum viable product to be delivered on schedule.
- Limit data conversions to the essential information required to process pending transactions and required reporting in the new system.
- Utilize modules and tools within the Oracle Cloud product to address requirements, leveraging other UC campus agreements to the maximum extent possible.
- Utilize third-party software that has successfully integrated with Oracle to replace UCR-developed or customized systems, leveraging other UC campus agreements where possible.

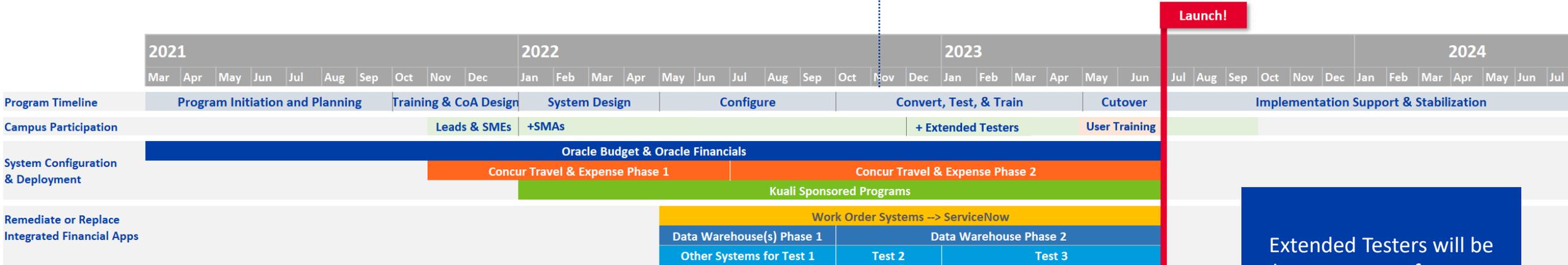


Streamline Business Processes

- Leverage industry best practices around delivered system functionality within configurations, workflows, business rules, and notifications, to the maximum extent possible, to facilitate accountability and ease of use.
- Maximize the use of system interfaces to minimize rekeying of data.
- Standardize, centralize and automate systems integrations across existing applications, as well as newly-developed replacement applications, that will interface with the newly-implemented financial system.

Modernizing UC Riverside's Financial Systems

 We Are Here!



Extended Testers will be the next wave of campus participation for Impact23, launching in January 2023.



Impact23 Program Structure



Impact23 Program Governance

Executive Steering Committee

Program Sponsor & Executive Steering Committee Chair

Gerry Bomotti (VC PBA & CFO)

Bobbi McCracken, Declan McCole, and Matt Gunkel as members

Steering Committee

Co-Chairs

Bobbi McCracken (AVC BFS & Controller) and Matthew Gunkel (AVC ITS & CIO)

Functional Lead
Assistant Controller
Asirra Suguitan

Functional Project Manager
BFS Project Manager
Josh Hoerger

Technical Lead
ITS Associate
Director
Brian Griffin

Technical Project Manager
ITS Project Manager
Max Thakar

Faculty Advisory Committee
CFAO PB&A
Veronica Ruiz, Facilitator

Functional
Workgroups

Technical
Workgroups

Faculty Collaboration & Feedback

Impact23 Executive Steering Committee Appointment

- **Declan McCole**, Vice Chair of the Academic Senate and Professor, School of Medicine has been **appointed to the Impact23 Executive Steering Committee**.
- In this role, Declan will continue amplifying faculty input for the program. He joins Gerry Bomotti, Matt Gunkel, and Bobbi McCracken on the Executive Steering Committee.

Faculty Feedback Roundtable

- At monthly [Faculty Advisory Workgroup](#) meetings, faculty representatives have an opportunity to provide insights, perspectives, and recommendations.



Declan F. McCole

UCR Academic Senate Vice Chair &
Impact23 Executive Steering Committee Member

Steering Committee Membership and Participants

Steering Committee

PROGRAM LEADERSHIP

Gerry Bomotti	VC PBA & CFO (Executive Sponsor), Exec. SC Member	Asirra Suguitan	Assistant Controller, Functional Program Team Lead
Bobbi McCracken	AVC BFS & Controller (Co-Chair), Exec. SC Member	Josh Hoerger	BFS Project Manager
Matthew Gunkel	AVC ITS & CIO (Co-Chair), Exec. SC Member	Laura Virgil	BFS Change/Communication Manager
Declan McCole	UCR Academic Senate Vice Chair, Exec. SC Member	Max Thakar	ITS Project Manager

STEERING COMMITTEE MEMBERS

Charles Greer, Jr.	AVC RED	Mike Kennedy	Chief Technology Officer, ITS
Cindy Williams	Asst. Dean & CFAO CHASS	Sean Cason	CFAO, Enrollment Services, Undergraduate Education, International Affairs, & Honors
Greg Moore	Director, Audit & Advisory Services	Shahid Saifee (Interim)	Executive Director, Enterprise Solutions, ITS
Jennifer Farias	CFAO CNAS	Stephanie Flores	Executive Director, FP&A
Joe Andreu	Chief Procurement Officer	Veronica Ruiz	CFAO for Chancellor's Office, Provost and PBA
Michael Austin	FAO, History (Staff Assembly Representative)		

NON-VOTING PARTICIPANTS

Andrea Campos	Business Systems Analyst, Functional Program Management	Kathleen Rondeau-Taylor	Executive Director, ITS PMO
Antonette Toney	Executive Director, UCPath Campus Support Center	Patrick Wagman	Associate Director, ITS PMO
Azra Ayers	ITS Project Manager, Boundary Systems	Shelley Gupta	CFAO ITS
Brian Griffin	ITS Associate Director, Technical Program Lead	Vivian Chu	Financial Analyst, BFS
Elizabeth Carr	Business Systems Analyst, Functional Program Management		

Campus Participation

Lead, SME, and SMA Participants by Workgroup and ORG

Workgroup	ORG10 Graduate School of Education	ORG11 Bourns College of Engineering	ORG12 Coll of Hum, Arts & Social Sci	ORG14 College of Nat & Agr Sciences	ORG15 University Extension	ORG16 University Library	ORG21 Info. Technology Solutions	ORG24 VC Research	ORG25 VC Student Affairs	ORG32 International Affairs	ORG33 Enrollment Services	ORG37 School of Public Policy	ORG39 Planning, Budget & Admin	ORG40 School of Medicine	ORG41 Alianza UCMX	Central Office	Grand Total
Steering Committee †			2	1							1		1	1		10	16
Faculty Advisory †	1	2	1	3								1	1	2			11
1. Travel (Concur)		1		2	1									1		3	8
2. General Ledger/COA		1		1		1								1	1	5	10
3. Budget			1	1			1			1			1			2	7
4. Financial Reporting	1	1	1	1				1	1		1		1	1		2	11
5. Pre-Award (Kuali)			1	1							1			1		3	7
6. Project PPM - Capital *																3	3
6. Project PPM – C&G **				2								1		1		2	6
7. A/R - C&G **																2	2
8. Procurement				2			1							1		4	8
9. Accounts Payable *																2	2
10. Supplier Management *																5	5
11. Asset Management **							1							1		2	4
12. Banking *																3	3
13. UCPath COA Cutover											1		3	1		2	7
Grand Total	2	5	6	14	1	1	3	1	1	1	4	2	7	11	1	50	110

† = Steering Committee and Faculty Advisory included here to contextualize campus representation; all other Workgroup counts represent Lead, SME, and SMA participants.

* = Central Office functionality

** = Primarily central office functionality, with reporting to campus users

Note: Every Organization's CFAO was provided the opportunity to nominate Subject Matter Advisors to participate in the various workgroups

Find representatives on the [Program Team](#)

Stakeholder Engagement

To best prepare the campus for department and individual team success we need you to encourage participation in Impact23 events and review of Impact23 resources.

- **Impact23 Program Calendar**

<https://impact23.ucr.edu/impact23-calendar>

- **Insider Newsletter**

<https://impact23.ucr.edu/insider-newsletter>

- **Impact23 User Group**

November 15, 10:00 – 11:00 am

Link to Join: <https://ucr.zoom.us/j/93342535743>

Join us for the next Impact23 user group consolidating the former C&G, eBuy, and UCRFS user group meetings. This user group serves as a space for sharing more detailed decisions and updates regarding the future state system.

- **Past Events**

Miss an event or want to rewatch? Recorded events are available to watch on-demand:

<https://impact23.ucr.edu/recorded-events>.

Impact23 Event Participation by Org

	Change Readiness Survey 1	February Town Hall	March Change Seminar	May Town Hall (Concur)	August Town Hall	Change Readiness Survey 2	October Town Hall	Oct Round Table - Flex Fields
ORG10 - Graduate School of Education	1	22	2	15	12	2	19	6
ORG11 - Bourns College of Engineering	4	52	5	51	57	12	39	17
ORG12 - Coll of Hum, Arts & Social Sci	10	74	6	57	51	8	46	25
ORG13 - School of Business	1	2		3			1	1
ORG14 - College of Nat & Agr Sciences	10	56	8	49	63	27	44	30
ORG15 - University Extension		2	1	3	3	5	4	2
ORG16 - University Library	1	4	2	2	3	1		
ORG19 - Auxiliary Services	1	22	3	14	19	4	11	9
ORG20 - Chancellor	1	4	2	3	8	3	2	2
ORG21 - Info. Technology Solutions		4	2	3	10	2	7	2
ORG22 - Graduate Division				2		3	3	1
ORG24 - Vice Chancellor - Research	2	3	1	5	7	3	2	
ORG25 - Vice Chancellor Student Affairs	7	19	4	20	15	6	12	4
ORG26 - Vice Chancellor - Univ Adv	3	7		8	11	4	4	3
ORG30 - Fac- Plng - Design - Const		2		3	2	2	2	
ORG31 - Provost/Exec Vice Chancellor		1		1	2			
ORG32 - International Affairs		1		2	2	1	2	
ORG33 - Enrollment Services	1	7		6	5	5	4	3
ORG35 - Palm Desert Graduate Center	2	3		1	2	1		
ORG36 - Undergraduate Education								
ORG37 - School of Public Policy		4	1	6	5	1	3	3
ORG38 - UCR Intercollegiate Athletics						4		
ORG39 - Planning, Budget & Admin	8	36	4	28	33	7	28	
ORG40 - School of Medicine	4	23	4	46	38	13	39	8

Impact23

Reporting and Data



Reporting and Data

Strategy and Availability

Impact23 governance has prioritized reporting and data availability as part of the implementation, targeting both for availability upon initial deployment

Looker will provide a robust *UCRFS Totals* data warehouse replacement, while *Oracle Cloud Financials* will provide numerous pre-defined reports and dashboards

[A demo of Looker](#) was provided at the Impact23 Town Hall in October, covering:

- What is *Looker*?
- How does it work?

What is the *Looker* timeline?

- **Fall 2022** – Integration testing
- **Winter - Spring 2023** – Broader testing from UCR Community
- **July 2023** – Production deployment
- **Summer 2023** – Ongoing training based on the new Oracle data and COA structure



Reporting and Data

Looker Screenshots

The image displays several overlapping screenshots of the Looker data platform interface, illustrating various reporting and data analysis capabilities.

Top Left Screenshot: Journal Tbl Exploration

- Filters (3):**
 - 1) Fiscal Year & Period Accounting Period: is equal to []
 - 1) Fiscal Year & Period Fiscal Year: is equal to [2021 x]
 - 2) Scope Organization Code: is equal to [ORG21 x]
- Visualization:** A bar chart showing Actual Amount Expenses across various categories like BC-Staff Support, BC-Computing L., etc.
- Dimensions:** A list of fields including Organization Code, Description, Division Code, Department, and Activity.
- Table:** A table with columns for Scope Organization Code & Description #, Account #, and Account Name.

Top Right Screenshot: Journal Tbl Table View

Journal ID	Journal Date	Source	Activity ID	Budget Category Code	Fund Code	Account	Tree Function Type	Line Descr	Amount
FDR0087863	2021-06-30	PLD	A01375	BC25	19900	500110	100	Accum Salaries/Benefits	\$95,732.20
FDR0087863	2021-06-30	PLD	A02341	BC25	19900	500110	100	Accum Salaries/Benefits	\$25,687.37
FDR0087863	2021-06-30	PLD	A02337	BC25	19900	500110	100	Accum Salaries/Benefits	\$27,048.00
FDR0087863	2021-06-30	PLD	A01375	BC25	66099	500110	100	Accum Salaries/Benefits	\$9,166.67
FDR0087863	2021-06-30	PLD	A01376	BC25	66023	500110	100	Accum Salaries/Benefits	\$22,144.37
FDR0087863	2021-06-30	PLD	A02340	BC25	19900	500110	100	Accum Salaries/Benefits	\$24,091.77
FDR0087863	2021-06-30	PLD	A02340	BC25	20000	500110	100	Accum Salaries/Benefits	\$7,825.00
FDR0087863	2021-06-30	PLD	A01374	BC25	19900	500110	100	Accum Salaries/Benefits	\$55,128.19
FDR0087863	2021-06-30	PLD	A02441	BC25	66023	500110	100	Accum Salaries/Benefits	\$6,800.77

Bottom Left Screenshot: Journal Tbl Exploration (Detailed)

- Filters (3):** Same as the top-left screenshot.
- Visualization:** A pie chart showing the distribution of Actual Amount Expenses across different divisions.
- Dimensions:** A list of fields including Organization Code, Description, Division Code, Department, and Activity.
- Table:** A table with columns for Scope Organization Code & Description #, Scope Division Code & Description, and Metrics Actuals Amount Expenses.

Bottom Right Screenshot: Journal Tbl Exploration (Detailed)

- Filters (3):** Same as the top-left screenshot.
- Visualization:** A pie chart showing the distribution of Actual Amount Expenses across different divisions.
- Dimensions:** A list of fields including Organization Code, Description, Division Code, Department, and Activity.
- Table:** A table with columns for Scope Organization Code & Description #, Scope Division Code & Description, and Metrics Actuals Amount Expenses.

Legend for Pie Charts:

- DIV140 | Enterprise Infrastructure 40.74%
- DIV208 | Enterprise Solutions 23.53%
- DIV218 | Campus Support & Assessment 23.43%
- DIV137 | ITS Associate Vice Chancellor 4.65%
- DIV139 | IT Cybersecurity 4.29%
- DIV138 | Academic Engagement 3.35%

Impact23 JC Collaboration



UC Collaboration

UC Oracle Mini-Summit & UCR Academic Senate Response

- **UC Riverside Response to UC Academic Senate Letters on Oracle Cloud Implementations**
 - UC Riverside has created a document addressing the concerns and issues enumerated in the UC Academic Senate Letters around Oracle Cloud implementations at UC Merced and UC San Diego.
 - Specifically, UCR's responses address how UCR has worked to mitigate the issues seen at other campuses and/or explained how the other campus's unique situations impacted their implementation.
- **UC Oracle Mini-Summit**
 - Mini-Summit was held at UC San Diego on October 21, 2022 with representatives from all UC locations, including those not actively implementing Oracle Cloud Financials.
 - The goal was to create a space where locations that have already implemented Oracle Cloud Financials can share their experiences and lessons learned, and locations that are in the process of implementing can ask questions and learn from each other.
 - UC Oracle Implementation Inventory by Location:
 - Implemented: UCOP, UCSD, UCM
 - In Progress: UCR, UCD, UCSB, UCLA

UC Oracle Mini-Summit

Key Takeaways from Oct. 21, 2022 Meeting

1. UCR has been engaging with other UC campuses since project inception, and the UC Oracle Mini-Summit only reinforced lessons learned that had been gained from these previous conversations.
2. Each UC and its respective systems are different, so not all issues are universal
3. UCR may be better situated than other UC campuses for Oracle and dependent system implementations due to our strategy, approach and confidence for system implementation.
 - UCR's FAU to COA change is less significant than other campuses, as our current FAU is more closely aligned to the new COA structure.
 - UCR has already deployed on UCPath and is aware of deficiencies from that interface and how to mitigate for them.
 - UCR has taken a minimal approach for the Oracle Project Portfolio Management (PPM) module related to Contract & Grant and Capital Project management, to reduce issues and complexity; UCSD and UCM took a broader approach and are now needing to scale it back.
 - UCSD deployed Oracle along with UC Path, while UC Merced deployed Oracle as their first-ever ERP Financial software; both of these scenarios put them at a large disadvantage compared to UCR
 - UC Merced still doesn't have a data warehouse, and UCSD only had OP and audit-related reports at implementation
4. Support model and strategies are critical to have in place prior to deployment as critical program resources (SMEs) will also have transactional work to perform post-deployment, and may not be available to address tickets.
 - UCR is planning and committed to a concierge-level service for users during deployment and stabilization to assist the campus's transition to Oracle.

The UCR logo is a blue square with a yellow diagonal stripe at the bottom right corner. The letters 'UCR' are written in white, bold, sans-serif font inside the square.

UCR

THANK YOU!

General: impact23@ucr.edu

Travel: travelfeedback@ucr.edu

Website: Impact23.ucr.edu