



June 28, 2017

Ian Shaw
Legal Division Administrator
Wyoming Legislative Service Office
200 West 24th Street, Rm 213
Cheyenne, WY 82002

Dear Mr. Shaw.

On behalf of the University of Wyoming, attached please find the following documents for submission to the Wyoming Government Spending and Efficiency Commission Meeting, scheduled for June 29-30, 2017.

- Wyoming Government Spending and Efficiency Commission Written Submittal
- Attachment A: Phase I Financial Reporting and Processes Needs Assessment
- Attachment B: Performance Improvement Project
- Attachment C: Strategic Sourcing Project
- Attachment D: Academic Affairs Efficiencies

I will deliver hard copies of the documents to the Legislative Services Office today. Please contact me with any questions.

Sincerely,

Chris Boswell
Vice President for Governmental and Community Affairs

cc: Mary Kay Hill, Policy Director, Office of Governor Matt Mead
Michelle Panos, Policy Advisor, Office of Governor Matt Mead
Tamara Rivale, Staff Attorney, Legislative Services Office

Wyoming Government Spending and Efficiency Commission
June 29-30, 2017 Meeting

University of Wyoming
Written Submittal

Laurie Nichols
President

Kate Miller
Provost and Vice President for Academic Affairs

David Jewell
Associate Vice President for Budget & Institutional Planning

Agency work to promote efficiency and reduce spending, including any prior studies completed or work done to improve agency inefficiencies:

1. WyoCloud Implementation:

One of the key findings from the January, 2015 *University of Wyoming: Effectiveness of Block Grant Funding* audit that was conducted by the Legislative Service Office was that the University's existing accounting and reporting systems needed to be re-evaluated.

In response to the audit, the University hired Huron Consulting Group to conduct an assessment (see Attachment A: "University of Wyoming: Phase I: Financial Reporting and Processes Needs Assessment Full Report," November 2015). Upon completion of the Phase I assessment, the University's Executive Team determined the best path forward to address the institution's needs was to overhaul its major enterprise planning systems. After a competitive processes, the University of Wyoming (UW) selected Oracle's cloud-based financial management, human capital management, supply chain management, grants management and budgeting and planning systems (branded "WyoCloud") and is in the middle of a multi-year implementation effort. The new financial management, supply chain management and grants management system will go live in July 2017, the budgeting and planning system is scheduled to go live in December 2017, and the human capital management system is anticipated to go live in the fall of 2018.

2. FY17-18 Efficiency Measures:

- a. Table 1: Operational Consolidations** (see Attachment B: "University of Wyoming Performance Improvement Project," Fall 2016)

Initiative	Description	Estimated Savings
Fleet Consolidation	Consolidate and centrally manage University-owned vehicles currently distributed throughout campus and then downsize the overall size of the fleet to increase utilization rates throughout the year.	\$75K-\$100K
Information Technology (IT) Consolidation	Consolidated 16 IT positions that were distributed throughout campus departments that were providing duplicated services that the central IT unit was providing University-wide. After consolidation, the central IT staff was reduced by 15 positions.	\$1.1M

b. Table 2: Employer Paid Fringe Benefits (see Attachment B: "University of Wyoming Performance Improvement Project," Fall 2016)

Initiative	Description	Estimated Savings
Long-Term Disability	UW had its own long-term disability insurance program that paid 100% of the premium for all employees, so the University moved to the long-term disability program offered by the State of Wyoming where the employee opts in to the coverage and contributes to the premium costs.	\$300K
Realignment of Employee Workload	Employees who had a workload greater than 0.5 but less than 1.0, were either moved to part-time (workload below 0.5) or to full-time (workload equal to 1.0) status.	\$750K
Fringe Benefit Rate Policy	UW submitted a fringe benefit rate proposal to the U.S. Department of Health and Human Services that will allow the University to recover fringe benefit costs from federally sponsored research grants.	\$100K - \$250K

c. Table 3: Position Eliminations and Reductions

Position Type	Vacancy Eliminations	Reductions in Force (RIF)	Total Eliminations and RIFs
Faculty	177	0	177
Staff	156	37	193

d. Table 4: Procurement/Strategic Sourcing (see Attachment C: "University of Wyoming Strategic Sourcing Project Summary," June 27, 2017)

Category	1. Office Supplies	2. Laptops/ Desktops	3. Scientific Supplies	Total of all 3 Areas
Estimated Annual Spend	\$705k+	\$965k+	\$3,175K+	\$4,845K+
Est. Annl. Recurring Savings	\$161,700	\$108,600	\$538,770	\$809,070
Annl. Recurring Savings %	~23%	~11% savings at 55% standard models adoption	~16%	~15%
Signing Incentive	\$200,000	N/A	\$75,000	\$275,000
Est. Total Year 1 Savings + Signing Bonus	\$361,700	\$108,600	\$613,770	\$1,084,070
Est. Total 3-Year Contract Savings	\$685,100	\$325,800	\$1,691,310	\$2,702,210

e. Table 5: Academic Affairs Increased Efficiency (see Attachment D: “UW Academic Affairs Efficiencies,” June 28, 2017)

Initiative	Description	Result
Changes in Teaching Load Expectations	Increase teaching workload to represent a minimum of 62.5% of teaching time for all instructors and faculty members.	FY17 Savings of \$2,691,574
Academic Program Review	A 2016-17 review of 56 programs with low enrollment defined as: Undergraduate programs with less than 50 graduates total from 2010-2015, Masters programs with less than 25 total graduates from 2010-15, and at the Dean’s request.	5 programs with low enrollment were eliminated and other areas of consolidations were recommended
Reorganization and Duplication of Effort	Combined effort for enrollment services, IT/Video Conference, Marketing/Communications, and an overall reduction in personal (13 FTE). In addition, streamlined administrative functions for Enrollment Management, International Programs, and Graduate Education.	Reduced spend by \$500K and increased enrollment from the freshman and transfer classes
Educational Efficiencies through Community College Transfers	50 degrees/majors have undergone articulation with community colleges. Additionally, UW has developed 4-year plans for all degrees/majors to make credit transfer easier	Streamlined curriculum across the state and has reduced curriculum bloat.

Nonpriority programs and expenditures that may be statutorily required but which could or should be discontinued:

The University of Wyoming has no recommendation on the discontinuation of nonpriority programs and expenditures that may be statutorily required.

Agency-related statutory provisions that lead to inefficiencies:

The University of Wyoming, as a state agency, is granted the flexibility it needs to be able to continuously implement efficiency measures such as the ones outlined above.

Suggestions for improvement in efficiency:

One key suggestion that the University of Wyoming would offer is for the State of Wyoming to explore upgrading its enterprise management systems so that the University's and the State's systems are better integrated – especially with regard to human resources and benefits as well as budgeting and planning.

Attachments:

Attachment A: "University of Wyoming: Phase I: Financial Reporting and Processes Needs Assessment Full Report," November 2015

Attachment B: "University of Wyoming Performance Improvement Project," Fall 2016

Attachment C: "University of Wyoming Strategic Sourcing Project Summary," June 27, 2017

Attachment D: "UW Academic Affairs Efficiencies," June 28, 2017



University of Wyoming: Phase I: Financial Reporting and Processes Needs Assessment Full Report

November 2015



Phase 1 Report Table of Contents

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Project Background

Phase 1 Project Narrative and Deliverables

Phase 1 was initiated in response to the Management Audit Committee report issued by the State of Wyoming Legislative Services Office after the audit identified a lack of robust reporting capabilities.

Phase 1 Project Narrative

Phase 1 involved assisting the University of Wyoming in assessing financial processes and systems to identify opportunities to improve financial reporting capabilities and better support decision-making. This phase focused on developing a thorough understanding of the University's current business environment as well as understanding the technology solutions used across campus and how they were utilized to produce both financial and non-financial reports. The information gleaned from Phase 1 was used to re-envision and re-scope Phase 2 to more closely align with the needs of the University of Wyoming as well as the Legislative budget timeline.

Number	Deliverable
1	Catalog of current reports utilized by function including data elements, data sources, report producer, frequency of use, and report "utility"
2	Documentation of stated reporting needs by function, synthesized from our interviews, data request(s), and survey
3	Report highlighting critical gaps between reporting needs and current reporting capabilities, priority findings from interviews, and an overarching reporting hierarchy

Phase 1 Tasks Completed

- Interviewed over 100 UW stakeholders
- Received and reviewed over 60 data files from the executive sponsors group and from interview participants
- Received and reviewed 272 survey responses (53% response rate) from UW employees across 3 groupings: Academic, Business/Financial, and Other
- Identified 6 key themes and observations which Huron believes proliferate the existence of “shadow” financial systems in almost every department across campus
- Determined key elements of the current state that need to be addressed in order to improve the financial reporting capabilities of the University
- Developed a list of guiding principles to inform current reporting gaps and desired future reporting capabilities
- Performed benchmarking research to develop an understanding of the financial reporting used at UW peer and aspirational institutions
- Created a Reporting Hierarchy to guide and inform future reporting capability development
- Created a catalog of current reports by function including data elements, data sources, and report producer
- Developed revised Phase 2 approach that more effectively aligns with University needs and the legislative timeline
- **Developed this document, which represents Huron’s Complete Phase I report highlighting critical gaps between reporting needs and current reporting capabilities, and includes priority findings from our interviews, an overarching reporting hierarchy, a catalog of current reports, and a prioritized list of aspirational reports**

Phase 1 Timeline

The complete project timeline is described in the table below.

Project Timeline	Week of:											
	8/24	8/31	9/7	9/14	9/21	9/28	10/5	10/12	10/19	10/26	11/2	
• Deliver Data and Interview Request Lists and Develop and Administer Project Survey												
• Project Kick-off and Project Scope Confirmation		M										
• Stakeholder Interviews												
• Catalog Current Reports and Perform Benchmarking												
• Develop Guiding Principles							M					
• Report Findings											M	D

D Final Deliverables to University of Wyoming

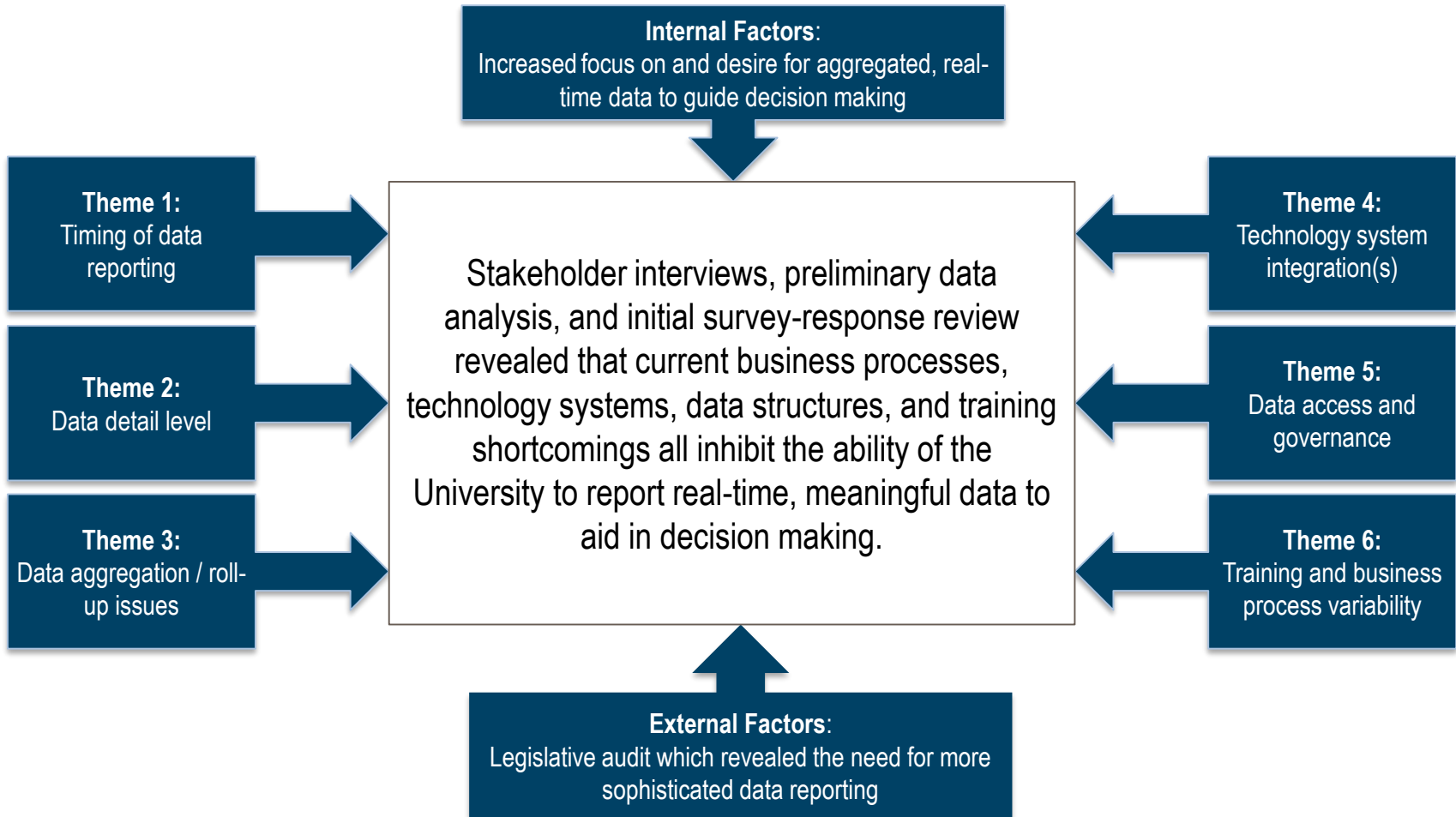
M Meeting with Executive Sponsors/Council

Key Themes & Observations

Key Emerging Themes and Observations

OVERVIEW

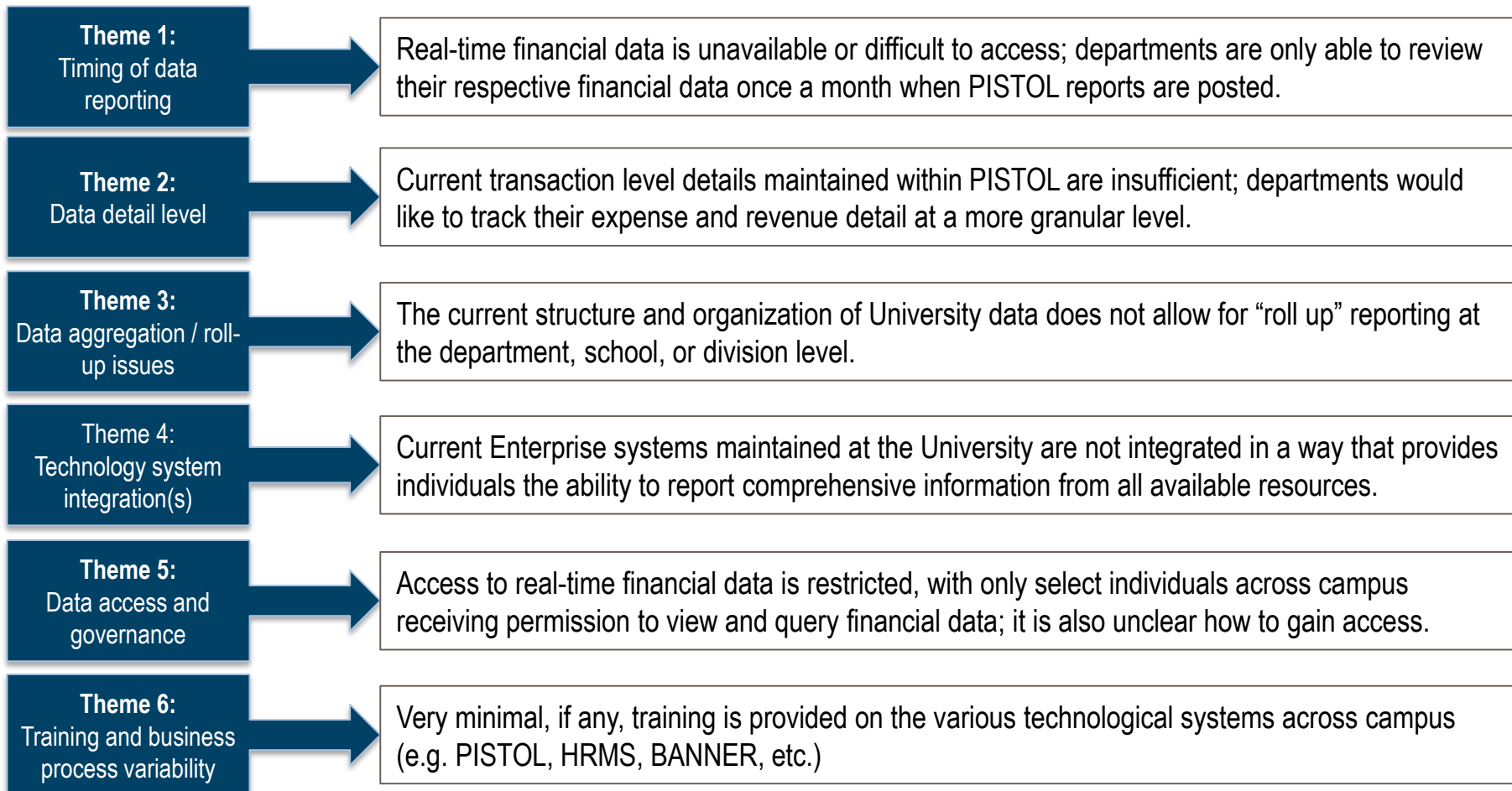
Through data and survey analysis, and interviews with key stakeholders across the University of Wyoming, Huron was able to identify the following themes and observations.



Key Emerging Themes and Observations

SUMMARY

Our initial themes and observations are described in more detail below, and supporting information is presented on subsequent slides.



Departments reported that they were unable to access real-time financial data and that the data they did receive on a monthly basis were still weeks behind their “shadow system” reports.

- PISTOL reports are posted once a month to the University’s share-drive; departments are then responsible for reconciling these PISTOL reports with their “shadow” financial system reports
- Many interview and survey participants reported:
 - The need for more regular and up-to-date financial information; and
 - The unfamiliarity or inability to access PISTOL financials to generate and review posted transactions, or the cumbersome nature involved in reviewing posted financial transactions.
- Because P-Reports are only received once a month, every department across campus has developed their own “shadow” system to track real-time financial transactions; while not all transactions within their “shadow” system have necessarily been posted, departments are able to accrue transactions in-process to give an up-to-date financial picture of their department’s performance
- Current business processes are manual and paper based creating significant delay in the actual processing of financial transactions so that they appear in the financial system

In order to maintain real-time financial data to inform decision-making, almost every department across campus has developed a “shadow” financial system (e.g. MS Excel, Quickbooks, Sage 50, etc.).

Key Emerging Themes

THEME #2: DATA DETAIL LEVEL

Most departments across campus maintain “shadow” financial systems that contain more granular and detailed accounts when compared to the accounts maintained within PISTOL

- Many stakeholders reported the need and desire to track both revenue and expense data at a more granular level than they currently could if they were to use the account codes maintained within the PISTOL financial system
 - Some departments have created their own “Chart of Accounts” to accommodate for this desire
- There appears to be a significant desire for a “descriptions” field within PISTOL financials so that departments could better categorize revenues and expenses for their own reporting and aggregation purposes

	SUPPLIES - Commodities purchased for consumption or inventory in current usage and considered expendable, with several years life and less than \$2,500.00 cost for each or per set.	
	OFFICE SUPPLIES	
220300	Copy Charges - per copy charges	OFFICE-COPY
220400	Photographic Supplies - The cost of film and batteries for cameras.	OFFICE-PHOTO
220500	Office Supplies - Those supplies that are normally used in the operation of an office and are primarily considered expendable in nature, e.g., copy machine paper, envelopes, toner, typewriter cartridges, calculator ribbons, staplers, tape dispensers, microfilming supplies, cassette tapes under \$2,500.00, etc.	OFFICE-SUPPLIES
220600	Data Processing/Technical and Supplies - The cost of items used for data processing. Examples of such items are computer mice, keyboards, printers, scanners, and cables. Includes all software, software licenses, software upgrades, and site licenses.	OFFICE-DATAPRO
	EDUCATIONAL AND RECREATIONAL SUPPLIES	
227000	Educational and Instructional Supplies - Including VCRs, TVs, and projection equipment under	EDSUPPLIES
227100	Hobby, Arts and Crafts Supplies	HOBBYSUPPLIES
227300	Athletic and Recreational Supplies - The cost of any non-equipment recreational items. Includes admission fees.	ATHSUPPLIES
227400	Other Educational and Recreational Supplies- Includes passport, visa, manuscripts, brochures.	OTHEREDSUPPLIES
227500	Subscriptions and Databases - The amounts expended for subscriptions to magazines, periodicals, reference materials and services providing informational reports. Includes subscriptions to on-line computer informational services and the purchase of databases.	SUBSCRIPTIONS
227600	Newspapers	NEWSPAPERS
227700	Books	BOOKS



Law School Chart of Accounts
Supplies
Books
Computer Supplies
Copy Charges
Educational & Instructional Supplies
Magazines
Newspapers
Office Supplies
Other Educational
Photographic Supplies

Due to insufficiencies within PISTOL, departments are using the detail maintained within their “shadow” financial systems for financial reporting purposes.

Key Emerging Themes

THEME #3: DATA AGGREGATION / ROLL-UP ISSUES

The current PISTOL data structures and organization lack both department, school, and division “roll-ups”, making it difficult to display and review aggregated financial information.

- The University of Wyoming is unable to report financial data at the school, college, department, or division level without significant manual data integration effort
 - While individual “organizations” are associated with specific departments, there exists no ability to “roll up” organizations within the PISTOL financial system without combining multiple “organization” P-Reports

HISTORY - History Department	
HISTRY-A - APPROPRIATION BUDGET	[18080] - Noyes Fund
[12098] - History Summer School	[18737] - Cardoso Faculty Development Fd
[12136] - History	[19736] - 2009 Phi Alpha Theta Co Conf
[20167] - International Travel	[20238] - Proj Residual-History
[20745] - FGIA - BROSE	[20273] - International Travel - History
HISTRY-N - NON BUDGETED	[20323] - Larson,Steckel,McGee Scholarsh
[12924] - History	[20800] - Outreach Rev Share - History
[13351] - History Language	[21166] - Mary Lou Pence History Scholar
[14512] - Cone,Susan Horton	[21618] - Jo Ann Fley Memorial History
[17266] - Wilma Pugh History Fund	HISTRY-I - ICRT-BUDGET
[17658] - Excellence Fund in History	[12799] - IC-History



Observations

- To determine a complete picture of the History department, at least 19 individual “organization” P-Reports would need to be aggregated manually
- In addition to aggregating P-Reports, the business officer would likely need to integrate additional financial reports from the Foundation and InfoEd for sponsored research

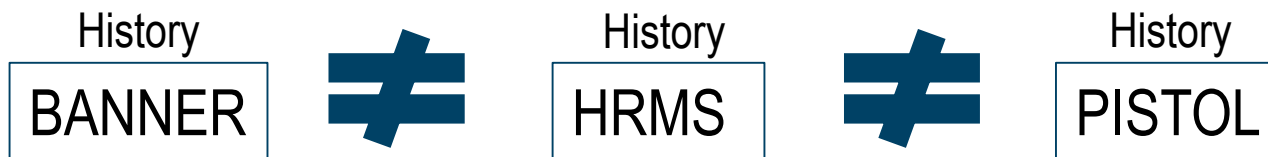
Departments have created their own “shadow” systems to facilitate the ease by which financial data can be aggregated to show a complete picture at the School, College, and/or Department level.

Key Emerging Themes

THEME #4: TECHNOLOGY SYSTEM INTEGRATION(S)

Enterprise systems maintained at the University are not integrated in a way that provides individuals the ability to report comprehensive information from all available resources.

- There exists no complete crosswalk between PISTOL, HRMS, and BANNER that allows the University to report complete and timely data at the department and/or college/school level
- Stakeholder interviewees reported that creating a crosswalk between PISTOL and either HRMS or BANNER was impossible due to the way the financial system is currently set up
- Data structures maintained within the different technology systems vary, making integration extremely difficult (i.e. there is no department-to-department comparison across systems)



- Current Peoplesoft technology systems (PISTOL and HRMS) are versions 9.1, and since their initial implementation only technical upgrades have been performed with limited attention given to process improvements and feature(s) enhancements

Departments have developed “shadow” systems in order to aggregate financial and non-financial data from multiple technology systems across campus (e.g. PISTOL, HRMS, BANNER, InfoEd, etc.)

Key Emerging Themes

THEME #5: DATA ACCESS AND GOVERNANCE

Interviews of key stakeholders across the University have revealed that individuals often do not have complete access to data and/or systems, and that governance associated with access is unclear.

- Based on stakeholder interviews, the responsibility for providing access to different levels within technology systems at the University varies by system and is often unclear
- In addition, stakeholders reported that they often times did not have access to all of the organizations that fall within their department, and that they would have to gather information from multiple individuals in order to develop a complete financial picture
- Many stakeholders also expressed confusion as to where they should go to obtain access technology systems across campus
- There exists no campus-wide data governance and management group

Because data access is often limited and unclear, departments across the University have historically utilized “shadow” systems to aggregate data and provide a complete financial picture.

Stakeholder interviews also revealed that very little University-wide training on technological systems and processes exists, and that departments are often responsible for training new employees.

- Interviewees often reported that they had gained system knowledge either through informal training (e.g. word of mouth) from someone in their department or from someone who had held the position previously, or that they had learned primarily through personal experience and experimentation
- While instruction manuals for HRMS and PISTOL are posted on the UW website, stakeholders reported that manuals were often not accurate and that they were rarely, if ever, updated to reflect revised instructions
- The lack of training at the University was described by both interviewees and survey respondents as one of the biggest challenge they currently face related to financial reporting

Without sufficient training offerings, departments have limited their use of centralized technology systems and have historically utilized their “shadow” systems to track and report financial data.

University of Wyoming Strengths, Challenges, & Critical Components

Through our engagement with stakeholders during interviews and through a review of survey responses, Huron noticed many strengths at UW which are described in detail below.

- University employees have been thoroughly engaged throughout this initiative and are committed to the betterment of the University as a whole
- Stakeholders have been candid and thoughtful in expressing their opinions and frustrations which has allowed Huron to develop what it believes to be an accurate and consistent understanding of the University's operations and culture
- Business / financial staff across the institution were found to be very collaborative to ensure that the business operations of the University continue to function even with the business process and technology solution shortcomings
- There is alignment between the business operations and the information technology teams in recognizing the need to improve business operations and processes and the role technology solutions play in achieving that goal

Huron believes that the institution is approaching these reporting challenges in a thoughtful and structured way that builds upon institutional strengths to provide a comprehensive reporting solution.

Huron also identified key challenges at the University which need to be addressed in order to improve reporting capabilities.

- There is **heavy dependence on shadow systems** with almost every department across campus maintaining their own local system for reporting and decision-making purposes
 - Huron documented at least **6 different types of shadow systems**, with multiple solutions being implemented in multiple departments on campus separately, and **over 50 different licenses** being purchased on campus across the various solutions
 - Of the UW reports cataloged by Huron through stakeholder interviews and survey responses, approximately **45% were reports run out of department shadow systems**; these reports often contained daily transaction information as well as more granular financial transaction detail to inform department decision making and produce department financial statements
- Business processes are **labor-intensive** and **largely paper-based**, limiting the University's ability to provide up-to-date data
- There is **no mechanism for easily obtaining data across the major enterprise technology solutions** (HR, Financials, Student Data)
- There is a **lack of training and training materials** available to campus stakeholders on accessing and utilizing technology solutions

Additional challenges and more thorough descriptions of the challenges described above are presented in the subsequent slide.

University of Wyoming Challenges

The current business environment at the University of Wyoming is extremely challenged; in order to address these challenges, UW must pursue a change to their current enterprise systems.

Challenge	Observations
Dependence on Shadow Systems	<ul style="list-style-type: none"> • Almost every department maintains their own shadow system(s). • Shadow systems limit leadership's insight into the complete University financial picture, cause significant delays in the University's ability to respond to data/information requests, and represent a high cost to the University due to the duplication of labor required for upkeep.
Timeliness of Reporting	<ul style="list-style-type: none"> • Reporting is done only once a month after the account period closes meaning the data provided to departments is outdated
Inability to Aggregate and Roll-up Data	<ul style="list-style-type: none"> • UW lacks an accurate and up-to-date department roll-up reporting tree. • In order to obtain financial data for a division or series of departments, a user must manually aggregate data from multiple spreadsheets.
Inability to View Integrated Data	<ul style="list-style-type: none"> • There is no mechanism for easily obtaining data across the major enterprise technology solutions (HR, Financials, Student Data). • Groups that need to aggregate data end up using their shadow systems to aggregate data across systems.
Lack of Training	<ul style="list-style-type: none"> • There is a lack of training and training materials available to campus stakeholders on accessing and utilizing technology solutions, and on the inherent business processes required to conduct business and process transactions at the University. • The lack of training is exacerbated by the fact that a large amount of institutional knowledge is held by a small number of individuals who are approaching retirement age and 35% of the business/financial support staff have been hired within the past 2 years.
Paper-based Processes	<ul style="list-style-type: none"> • Current business processes are labor intensive and paper-based creating a significant delay in the time it takes to process a transaction. • Inefficient business processes exist across both the HCM (Human Capital Management) and FSCM (Financial Supply Chain Management) applications, and include (but may not be limited to): Vouchers, Journals, Benefits enrollment, weekly time sheets, and effort reporting.
Functional Ownership	<ul style="list-style-type: none"> • Functional ownership of the PeopleSoft modules is low, and the technical team often has difficulty getting the business owners to define requirements and/or test changes. • UW also lacks true business analysts who can bridge the gap between the business owners and the development team.

Our stakeholder engagement revealed that optimizing reporting at UW will require that the University address a number of critical components.

In order to substantially improve financial reporting, the University of Wyoming needs to ensure that:

- **Consistent and thorough training** is provided to employees at all levels (appropriate for their levels based on identification of job responsibility needs);
- Appropriate **data governance** structures are put in place to ensure that users know how to acquire access to needed data sets and systems, and ensure that consistent data definitions are established and communicated across campus;
- Efficient **business processes** are established to support the availability of accurate and up-to-date information (real time); and
- **Expectations are established** to ensure that departments, units, and divisions are utilizing and reporting on desired data metrics.

By addressing these components and ensuring that future reporting capabilities align with the guiding principles presented in the subsequent section, Huron believes UW can substantially improve its reporting.

Guiding Principles, Critical Reporting Gaps, & the Impact of Shadow Systems

Guiding Principles

In order to provide structure to our review, Huron worked with a broad group of stakeholders to develop the following list of guiding principles to use to identify and document current reporting gaps.

Technology systems and reporting at the University of Wyoming should:

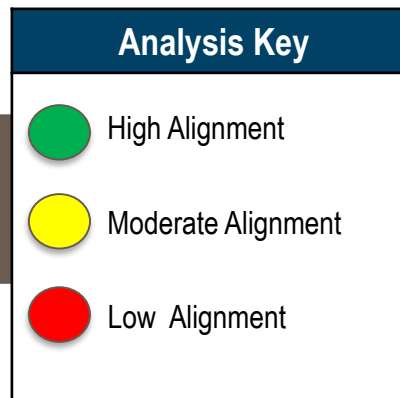
- SP** Support the academic, research, and service missions of the University by **closely aligning decision making** with the university's **strategic plan** to meet university priorities and expectations;
- TC** Be **timely and current** and allow users to access both systems and data at their own inclination from both on-campus and remote locations;
- FCI** Be **flexible, comprehensive, and integrated**, allowing users to access, **aggregate, and query** both basic and detailed information from multiple data sources using user-defined criteria at all levels of the organization, and allow for any desired future changes or reorganization;
- RT** Be **transparent and clear**, (clear data definitions, commonly understood and consistent formats, complete and accurate) be driven by a **reliable, trusted data source** to allow for sound data-driven analyses, and promote fiscal trust, responsibility, and accountability;
- ET** Be intuitive, **easy to use, and easily trainable** to ensure users at all levels are able to understand both the enterprise systems and the data they produce; and
- MY** Enable **multi-year forecasting and strategic resource planning** to ensure future strategic priorities are met at all levels of the organization.

In addition to being used to identify current reporting gaps, the guiding principles detailed above should be used to ensure that selected solutions meet the desires and needs of campus stakeholders.

Guiding Principles Application Methodology

Huron used color-coded bullets to represent how aligned current reporting capabilities are with the guiding principles; the letters within the bullets correspond with the guiding principles themselves.

GP Bullet:	Brief GP Description
SP	Closely aligns decision-making with the strategic plan
TC	Timely and current
FCI	Flexible, comprehensive, and integrated, and allows users to aggregate and query
RT	Reliable and trusted data source, and transparent and clear
ET	Easy to use and easily trainable
MY	Enables multi-year forecasting



- Color-coded bullets correspond with the guiding principles and describe how aligned those guiding principles are with current report capabilities based on Huron's understanding of best practice

The color-coded guiding principle methodology described above is used in the following 4 slides.

Critical Reporting Gaps

CURRENT REPORTING CAPABILITIES VS. REPORTING NEEDS: TECHNOLOGY

Through stakeholder interviews and survey responses, Huron has found a variety of technological and process shortcomings which contribute to the reporting challenges currently faced by the University.

Theme	Current Reporting Capability	Guiding Principle Alignment	UW Reporting Need
Aggregation / Roll-Up	<ul style="list-style-type: none"> Financial and non-financial data needs to be manually aggregated in shadow systems in order to provide complete department, functional unit, and/or School/College level detail 		<ul style="list-style-type: none"> Appropriate roll-ups should be established within the centralized financial technology solution (will require a new Chart of Accounts) to allow users to aggregate financial information at all levels, ensure the University can meet internal and external requests for data, and allow for peer benchmarking
Timing	<ul style="list-style-type: none"> Many financial and non-financial reports are generated infrequently (e.g. PISTOL Reports are only posted once a month) Real-time financial data cannot be accessed through centralized technology solutions 		<ul style="list-style-type: none"> Reports should be available when needed and reporting capabilities should be aligned to ensure the University can meet the needs of both internal and external stakeholders in a timely manner Financial transactions should be processed daily to ensure the data accessed through centralized technology solutions is real-time and therefore actionable
Detail	<ul style="list-style-type: none"> Financial transaction information is not detailed enough to allow for effective decision making and resource management at the department level 		<ul style="list-style-type: none"> Financial information maintained within the centralized financial technology solution should include transaction description information and be adequately detailed enough to meet the needs of most stakeholders across campus

Analysis Key: Low Alignment Moderate Alignment High Alignment

Critical Reporting Gaps

CURRENT REPORTING CAPABILITIES VS. REPORTING NEEDS: OPERATIONS

In addition, Huron has identified additional operational deficiencies which create critical gaps in the University’s current reporting capabilities and prevent achieving the desired reporting needs.













Theme	Current Reporting Capability	Guiding Principle Alignment	UW Reporting Need
Business Process	<ul style="list-style-type: none"> Current business processes include significant lag-time due to the time it takes for documents to move through campus mail and the time it takes for financial departments to process transaction paperwork, which creates significant challenges in being able to provide real-time transaction data 		<ul style="list-style-type: none"> Many business processes need to be redesigned / streamlined to ensure that real-time financial transaction data can be produced and is available to campus stakeholders when needed
Training	<ul style="list-style-type: none"> Very little training exists, and most training that does exist is informal and provided via word of mouth A few “legacy” employees maintain much of the institutional knowledge regarding current technology solutions and business processes, and they are unable to train others due to the high demands on their time 		<ul style="list-style-type: none"> The University should establish consistent and constant training opportunities to ensure that University employees are able to most effectively utilize both their time and the technological capabilities available to them The University of Wyoming should establish standardized onboarding training materials and demonstrations to ensure all employees develop a baseline understanding of the campus technology solutions

Analysis Key: Low Alignment Moderate Alignment High Alignment

Critical Reporting Gaps

CURRENT UW REPORTS

Huron applied the same color-coded guiding principles to common PISTOL reports and found them to be misaligned; campus stakeholders attempt to address these misalignments with shadow systems.

Report Category	Current Report Name	Report Description	Guiding Principle Alignment
Finance	PISTOL Report (P-Report)	P-Reports are provided to all functional areas across campus once a month to allow users to see what transactions have been posted to their accounts. Users utilize these reports to reconcile their respective internal documentations of the transactions they have submitted for processing	     
Finance	Voucher Lookup (Vouchers Paid, Vouchers Paid - Payment Requests, Vouchers Paid - Purchase Order)	The report/query is used by employees to review vouchers for a specified department (org.) within PISTOL financials to balance budgets and reconcile posted transactions with their shadow system. Employees can segment vouchers by type: All Paid, Paid by Payment Requests, Paid with Purchase Order, etc.	     

Analysis Key:  Low Alignment  Moderate Alignment  High Alignment

Huron obtained PISTOL reports as well as the corresponding shadow system report from the IT department to further demonstrate the misalignment displayed above.

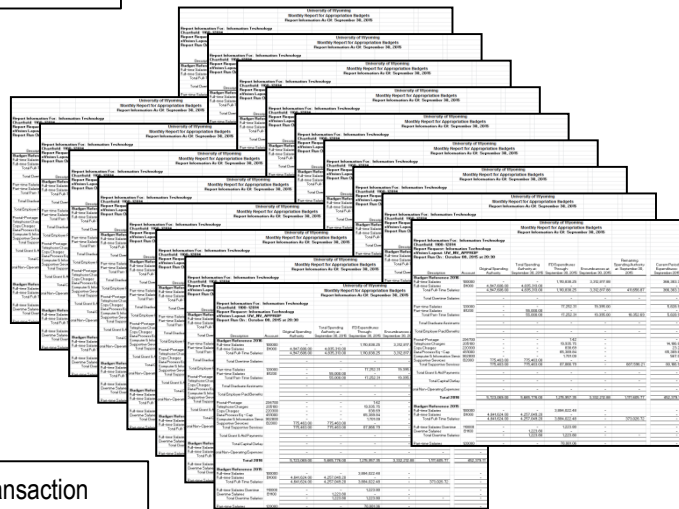
Critical Reporting Gaps

PISTOL REPORT VS. DEPARTMENT FINANCIAL REPORT

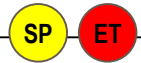
The comparison of IT PISTOL reports and the corresponding shadow system report(s) below reflect the misalignment of the current reports with the established guiding principles.

Employees within the IT Department need to access PISTOL reports individually

60+ PISTOL Reports



Shadow system aggregates all 60+ PISTOL reports into a single report that is searchable and contains much more transaction detail information than is available within PISTOL



MS Excel Shadow System

INFORMATION TECHNOLOGY MANAGER'S SECTION I MONTHLY BUDGET REPORT - FISCAL YEAR 2016 Report Date: FY16 Appropriation									
OVERALL INFORMATION TECHNOLOGY SUMMARY									
	Budget	Original Budget	Budget	Adjusted Budget	Actual Expenses	Encumbrance	Total Spent	Balance Available	% Spent
INFO TECH SUMMARY	et	Type							
	11,553,146.00		11,215,500.00	14,230,924.1	5,337,943.70	6,235,547.02	4,958,419.04	2,282,384.96	22.38
Full-time	6,731,508.00	(112,233.00)	6,619,275.00	10,384,441.1	5,112,988.00	6,151,402.41	467,812.59	32,332	
Part-time	449,412.00	23,598.00	473,010.00	73,219.08	47,012.00	120,231.08	352,776.32	25,425	
Over-tim	-	-	-	-	-	-	-	-	
Support	4,372,246.00	(41,400.00)	4,330,846.00	3,786,677.77	177,943.70	436,018.47	3,894,828.53	11,652	
Budget Summary by Unit									
	Budget	Original Budget	Budget	Adjusted Budget	Actual Expenses	Encumbrance	Total Spent	Balance Available	% Spent
VICE PRESIDENTIAL OFFICE	7,444,059.00	(37,219.00)	7,406,840.00	1,047,119.19	5,188,467.84	6,235,547.02	1,171,128.98	84.39%	
Full-time	6,688,596.00	(112,233.00)	6,576,363.00	1,027,595.95	5,081,538.00	6,103,533.95	486,789.05	32,302	
Part-time	-	-	-	35,000.00	11,423.41	41,540.00	52,363.41	2,036.59	
Over-tim	-	-	-	-	-	-	-	-	
Support	775,463.00	-	775,480.00	6,689.82	65,389.84	73,029.66	702,373.34	9,432	
APPLICATIONS & DATABASE SERVICE	1,576,320.00	(72,804.00)	1,503,516.00	279,320.85	142,839.72	411,629.69	1,094,886.31	77.49%	
Full-time	42,912.00	-	42,912.00	10,350.00	31,050.00	41,400.00	1,512.00		
Part-time	168,192.00	(102,504.00)	65,688.00	12,192.00	31,992.00	41,984.00	71,504.00		
Over-tim	-	-	-	-	-	-	-		
Support	1,347,828.00	29,700.00	1,377,528.00	256,668.96	109,343.73	368,005.69	1,011,520.31		
CLIENT SUPPORT SERVICES	1,422,361.00	-	1,422,361.00	81,931.72	4,816.13	86,747.85	1,335,613.15	54.65%	
Full-time	-	-	-	-	-	-	-		
Part-time	236,220.00	66,500.00	302,720.00	63.45	1,800.00	43,865.67	258,854.33		
Over-tim	-	-	-	-	-	-	-		
Support	1,386,141.00	(66,500.00)	1,319,641.00	39,568.24	3,216.13	42,778.17	1,276,862.83		
DATA	180,316.00	-	180,316.00	1,687.32	900.00	3,155.32	177,164.68		
Full-time	-	-	-	-	-	-	-		
Part-time	11,000.00	-	11,000.00	668.00	400.00	2,067.32	12,932.68		
Over-tim	-	-	-	-	-	-	-		
Support	169,316.00	-	169,316.00	1,019.32	400.00	1,068.00	11,865.00		
RESEARCH SUPPORT	571,706.00	-	571,706.00	11,934.70	400.00	13,334.70	558,371.30		
Full-time	-	-	-	-	-	-	-		
Part-time	4,600.00	-	4,600.00	5,930.00	400.00	6,330.00	1,370.00		
Over-tim	-	-	-	-	-	-	-		
Support	571,106.00	(4,600.00)	566,506.00	7,004.70	-	7,004.70	560,101.30		
SYSTEM SERVICES	135,850.00	-	135,850.00	6,828.23	1,480.00	8,308.23	127,541.77		
Full-time	-	-	-	-	-	-	-		
Part-time	14,000.00	-	14,000.00	740.00	1,480.00	2,220.00	11,780.00		
Over-tim	-	-	-	-	-	-	-		
Support	121,850.00	-	121,850.00	6,188.23	-	6,188.23	115,681.07		

Employee transaction data must be accessed/pulled separately by employee category (i.e., full-time, part-time, etc.)

Over 60 individual PISTOL reports for the IT department are published once a month, one for each individual organization

Shadow system provides real-time data which allows for management to make timely and more informed decisions regarding the utilization of department resources

Shadow system allows managers to budget and track expenditures by project – a functionality which does not exist in PISTOL

The prevalence of shadow systems across almost every University of Wyoming department create significant costs to the University through lost productivity.

Business/Financial Employees at The University

Total Annual Business/Financial Salaries with Fringe (\$000's)*	Total Annual Business/Financial FTE
\$13.8M	293

Estimated Costs of Shadow System Management and Duplication of Data Entry and Effort

Estimated % of Time	Estimated \$ Cost (\$000's)	Estimated FTE Cost
20%	\$2.2M	58
40%	\$5.5M	117
60%	\$8.3M	176

Based on interviews and survey responses, Huron estimates that business / financial staff spend between 20-60% of their time managing shadow systems and duplicating data entry

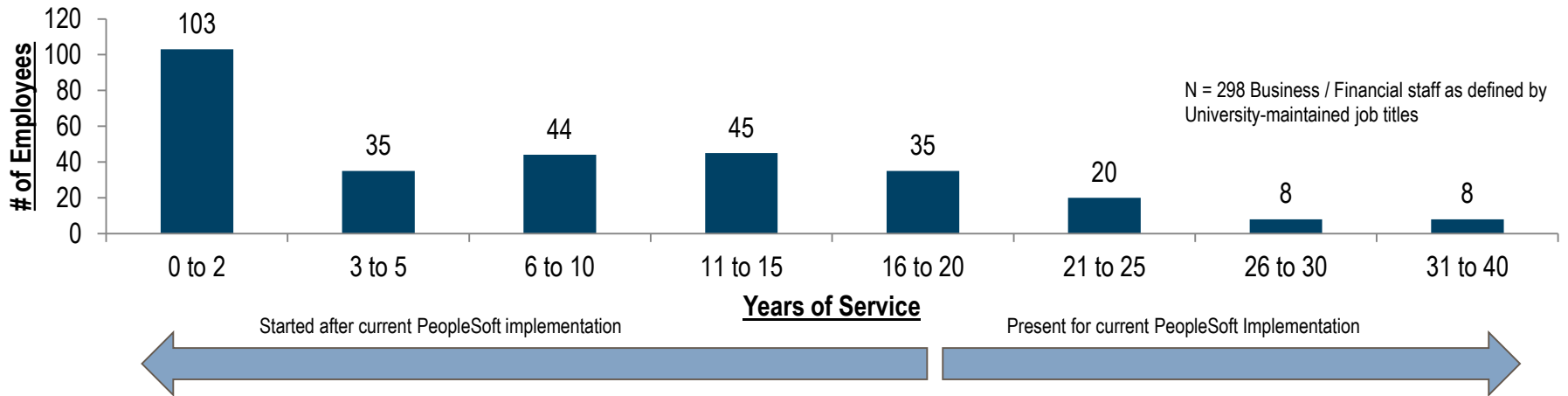
Observations

- Huron estimates that the day-to-day management of detailed and extensive shadow systems and the necessity for dual data entry into both central technology systems and shadow systems across campus costs the University between \$2.2M and \$8.3M (58-176 FTEs) in lost productivity annually

Time spent by business/financial employees managing shadow systems and duplicating data entry could be much better spent on mission-critical and strategy-driven tasks.

Furthermore, Huron has observed that much of the institutional knowledge associated with current PeopleSoft applications, financial history, policies, and practices is held in the minds of a small group of employees.

Years of Service to the Institution for Business / Financial Staff



Observations

- Many of the employees present for the initial PeopleSoft implementation are nearing retirement, which will limit the future institutional knowledge available to create trainings and educate new employees
- Huron found that 103 business / financial staff joined the institution within the last 2 years, meaning approximately 1/3 of the current business / financial staff did not receive any up-to-date trainings concerning the current PeopleSoft applications utilized at the University
- Less than 20% of current business / financial staff were around when PeopleSoft was initially implemented in 1997

Benchmark Analysis

Benchmark Analysis

OVERVIEW

Huron performed benchmarking across many of the University's peers to determine whether they meet certain reporting criteria that are currently lacking at the University.

		Institution							
		Arizona State University	The Ohio State University	University of Michigan	University of Texas - Austin	University of Washington	University of Montana	University of Idaho	University of Wyoming
Reporting Criteria	How often are reports refreshed with updated data?	Daily	Daily	Daily	Daily	Daily	Daily	Daily	Monthly
	Do employees have (limited) querying capabilities?	●	●	●	●	●	NA	●	●
	Does the institution maintain a data warehouse?	●	●	●	●	●	●	NA	NA
	Does the institution offer formal training(s)?	●	●	●	●	●	●	NA	NA
	Does the institution have a centralized reporting resource?	●	●	●	●	●	●	NA	NA
Institutional Characteristics	FY14 Operating Expenditures (\$M)	\$1,796.8M	4,622.1M	\$6,381.3M	\$2,364.4M	\$4,384.0M	\$399.4M	\$360.8M	\$520.9M
	Number of Schools/Colleges	16	14	19	18	16	11	10	8
	Fall 14 Undergrad./Grad. and Professional Students	67,507 / 15,794	44,741 / 20,127	28,395 / 15,230	39,523 / 11,790	29,468 / 13,829	9,281 / 1,186	7,824 / 1,290	10,209 / 3,720

Additional detail on the reporting capabilities of the above institutions is documented in the subsequent slides of this section.

Benchmark Analysis

PEER: ARIZONA STATE UNIVERSITY

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Arizona State University has created a website where a variety of data dashboards are available to ASU employees, including various financial reports that are updated on a daily basis.

Admission Services

Administrative System Access

AECP Migration

ASU Staff Training

Benefit Reporting

Budget Position Control

Course Enrollment Management

Enrollment Tracking

Faculty

Financial (Super Report)

Global Launch Migration

Graduate Degree Progress

Human Resources

Payroll

Personnel Transaction Requests

Research

Retention

Sponsored Effort Reporting

Transfer Pathway Programs

Travel

Report Name		Report Description	Regularity of Report Update
1	Budget Position Control	The budget position control report details the budget by current budget, expense, encumbrance, total committed, and available balance. The detail level can be at the department level, account, position, or employee ID.	Daily
2	Financial Super Report	The Super Report provides detail on financial data for all object codes by budget, current expenditures, expenditures to date, outstanding encumbrances, and available balance. It also provides detailed information about payroll expenditures by employee ID.	Daily

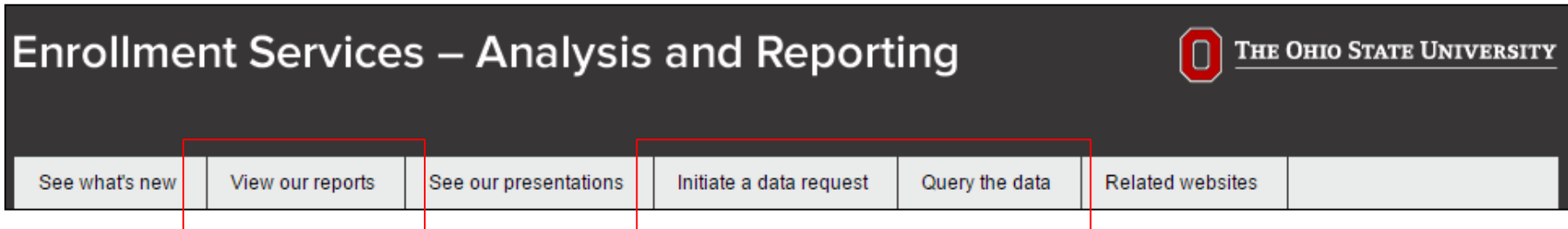
- The website contains detailed information on how to use the data dashboards, including instructions on how to drill down to more detailed information
- The website also contains functionality whereby ASU employees can request access to the different dashboards available through the website

Benchmark Analysis

PEER: THE OHIO STATE UNIVERSITY

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The Ohio State University maintains a reporting solution entitled eReport which allows employees to access both standardized reports as well as query detailed financial and non-financial data.



Search

eReports Types

- Employee Analytics Reports
- Faculty Analytics Reports
- Finance eReports**
- Human Resources eReports
- Institutional Data Policy eReport
- eRequest eReports
- Procurement eReports
- Student Information System eReports
- Travel eReports

Job Aids & Tools >

Links >

Finance eReports

Demonstrations

- [Standard Monthly Report](#) (3 minutes)
- [Ad hoc - Standard Query Production Report \(8 minutes\)](#)
- [Ad hoc - Interactive Report](#) (5.5 minutes)
- [Pivot Table](#) (7 minutes)

Report Matrix

- [Financials Report Matrix](#)

General Ledger

Standard, Flex, Simplified Flex, and Other General Ledger Reports

- [Access General Ledger Standard Monthly Reports Less Detail](#)
- [Selecting Flexible Report Parameters](#)
- [Add a User Request Report](#)
- [Setting Up a Fee Payment Authorization Flexible Report](#)
- [Balance Sheet by Fund Report - GLU603DW-78](#)
- [Fund Group Summary of Assets, Liability, and Equity - GLU602DW-61](#)
- [Detail Activity Report - GLU604DW-91 \(Flexible\)](#)
- [Detail Activity Report - GL609DW-91 \(Simplified Flexible\)](#)
- [Revenue and Expense - Budget vs. Actual Income Statement - GLU606DW-90](#)
- [Revenue and Expense - Budget vs. Actual Income Statement - GLU608DW-90](#)
- [Journal and Budget Journal Detail Report - GLU131DW](#)

- The Ohio State University has a webpage dedicated to Enrollment analysis and reporting whereby employees are able to view previously created reports, initiate a data request which is typically responded to within 2-4 weeks, and even query enrollment data themselves
- In addition, OSU has a webpage dedicated to describing reports available through its eReporting solution; the webpage includes video demonstrations on utilizing the reporting tool as well as detailed information on the different types of reports and data that can be accessed by employees

The University of Michigan maintains multiple reporting tools which can be accessed by employees through online interfaces.

University of Michigan Data Warehouse Data Descriptions

Data Area	Data Sets
College Resources Analysis System (CRAS)	<ul style="list-style-type: none"> M-Pathways CRAS Legacy CRAS
Development	<ul style="list-style-type: none"> Development Alumni Relationship Tool (DART) Development/Alumni Constituent (DAC)
eResearch	<ul style="list-style-type: none"> Human Subjects Research Proposal Management
Financial	<ul style="list-style-type: none"> M-Pathways Financial M-Pathways Accounts Receivable and Billing Legacy Financial
Human Resource	<ul style="list-style-type: none"> M-Pathways Human Resource M-Pathways Human Resource Snapshot M-Pathways Benefits Legacy Human Resource
Payroll	<ul style="list-style-type: none"> M-Pathways Payroll M-Pathways Time and Labor Legacy Payroll
Physical Resources	<ul style="list-style-type: none"> M-Pathways Asset Management M-Pathways Space Management
Student	<ul style="list-style-type: none"> M-Pathways Admissions Snapshot M-Pathways Admissions Roster M-Pathways Recruiting and Admissions M-Pathways Student Records M-Pathways Financial Aid/Student Financials M-Pathways Third Week Count M-Pathways Student Retention and Completion Legacy Official Third Week Count Legacy Student
Teaching & Learning	<ul style="list-style-type: none"> Learning Analytics

- M-Reports, one of the University's reporting tools, appears to serve as the aggregated reporting tool providing University management and research leaders with financial, student, and human resources data for decision making

Finance Reports (AST)

Highlights

The M-Reports Finance Landing Page has links and descriptions for:

- Monthly reports
- Quarterly reports
- Annual reports

Financial Management reports feature:

- Quick trend analysis via graphs, variances, and more
- Drill-down options to go from high-level totals to transaction details

- BusinessObjects is the reporting tool attached to the University's data warehouse, which aggregates data across multiple technology solutions for detailed reporting
- The website also includes detailed information on utilizing the different reporting tools

Benchmark Analysis

PEER: UNIVERSITY OF AUSTIN - TEXAS

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HuronEducation

UT-Austin has a business intelligence data warehouse initiative called Information Quest designed to provide data/manage information about critical University operations to support decision making.



WHAT STARTS HERE CHANGES THE WORLD
THE UNIVERSITY OF TEXAS AT AUSTIN

ABOUT IQ:

- IQ Governance
- Sponsors
- Stewards
- IQ Staff
- Subject Areas
- Business Rules
- FAQ
- Contact Us

INFORMATION QUEST

Providing university leaders with the information they need in the way they want it

IQ

- The website contains information about the governance group put in place to establish common data definitions and evaluate data integrations
- In addition, the website contains information about live training sessions, which appear to be offered at least once a month to employees
- The website also contains links to the Cognos reporting tool for both customers and report developers, although both require a UT-Austin sign-on for access

CLASSES

DW109-Financial/HR Part I

Prerequisite: none

DATE	TIME	STATUS
Friday, November 6, 2015	09:00 AM-11:30 AM	OPEN
Friday, December 4, 2015	09:00 AM-11:30 AM	OPEN
Friday, January 8, 2016	09:00 AM-11:30 AM	OPEN
Friday, February 12, 2016	09:00 AM-11:30 AM	OPEN
Friday, March 11, 2016	09:00 AM-11:30 AM	OPEN

DW110-Financial/HR Part II

DW310-Intro to IQ-PBIS Academic Info - Course Enrollments
DW320-Teaching Activities/Faculty Workload & Faculty Demographics
DW330-Student Demographics

Benchmark Analysis

PEER: UNIVERSITY OF WASHINGTON

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HuronEducation

The University of Washington maintains a website dedicated to enterprise data and analytics providing employees with standardized reports, training, and instructional information all in one place.

<p>Employees are able to request access to different data available through the University's Enterprise Data Warehouse (EDW)</p>	 <p>Request Access</p>	<p>Employees are able to view pre-recorded video demonstration videos, sign up for live training sessions, and join working groups dedicated to developing user knowledge</p>	 <p>Training Workshops</p>
<p>Employees are able to browse and review 161 pre-designed reports and visualizations, see how the reports were developed, and review the data terms and definitions</p>	 <p>Browse Reports & Visualizations</p>	<p>Employees are able to review the current license agreement with Tableau, the visualization software that connects to the University's EDW, and review training materials associated with the tool</p>	 <p>Tableau</p>

The University of Washington is typically viewed as a leader in the industry regarding financial reporting capabilities and the associated support and training the University offers its employees.

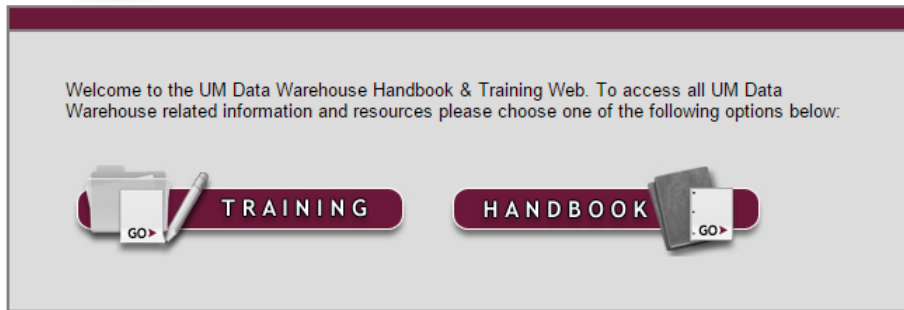
Benchmark Analysis

PEER: UNIVERSITY OF MONTANA

DRAFT
HuronEducation

The University of Montana uses Banner for financials, HR, and student data; the University also maintains a data warehouse for reporting purposes and offers robust and regular training courses.

UM DATA WAREHOUSE



- While it is not clear what reports are available through the UM data warehouse, Huron was able to view some of the regularly-offered training courses:
 - UMDW Finance and Payroll: Course on running Finance reports that summarize Banner data for Finance and Payroll information
 - GrizMart Strategic Procurement: Course on accessing, navigating, and using the GrizMart procurement system for the University
 - U-Approve: Course on the web application used by the University for the creation, routing, and approval of business forms

BUS101 - UMDW Finance and Payroll Database

Hands-on training will be offered during this two hour session on UMDW Finance and Payroll. The first hour will include training on running Finance reports and using the online help tool. During the second hour, Payroll reports will be introduced. Come find out how UMDW can simplify your job using the reports designed to summarize the Banner data for Finance and Payroll information.

Prerequisites: None - previous Banner and MS Access experience not necessary

Sections:

#	Date	Time	Location	Instructor	Open Seats	
3	Nov 19, 2015	10:10 am - 12:00 pm	LA 139	Robert Hlynosky, Jackson Moua, Andrea Scheuering	14/17	Register
4	Dec 17, 2015	10:10 am - 12:00 pm	LA 139	Robert Hlynosky, Jackson Moua, Andrea Scheuering	15/17	Register

Benchmark Analysis

PEER: UNIVERSITY OF IDAHO

DRAFT
HuronEducation

The University of Idaho utilizes Banner for financials, HR, and student data, though training offerings vary and it is not clear what reporting capabilities exist for reporting data across the three modules.

Resources

- Expense Code Booklet
- Revenue Code Booklet
- Finance Self Service Guide
- Banner Forms and Reports Help Guide
- UBIT Presentation from FIG
- Administrative Procedures Manual, Chap. 20
- UI Audited Financial Statements

- The University of Idaho does not appear to maintain one central reporting resource to inform and educate employees about using their Banner ERP systems
- Huron was able to locate some resources for Banner financial users regarding querying financial information, but there didn't appear to be any formal training offerings
- However, Huron was able to locate some formal training course offerings for the use of Banner HR

Upcoming Schedule

Date	Time	Course	Open Seat(s)
Nov 11,2015	10:00-12:00	HR: Query	4
Nov 18,2015	08:30-12:00	HR: EPAF	3
Nov 24,2015	13:30-16:00	HR: Advanced EPAF Training	2
Dec 08,2015	14:00-16:00	HR: Query	5
Dec 10,2015	01:00-01:30	HR: EPAF	5
Dec 10,2015	13:00-16:30	HR: EPAF	5

Proposed Reporting Hierarchy

Proposed Reporting Hierarchy

STAKEHOLDER GROUPS

The proposed Reporting Hierarchy is comprised of both external and internal stakeholder groups, each with differing reporting needs.

- Legislators
- Board of Trustees
- Donors
- Students / Alumni / Parents
- Vendors

External Stakeholders

- University Leadership
- College / School Leadership
- Department and Functional Unit Leadership and Business Managers
- Administrative Staff and Daily Data Users

Internal Stakeholders

- External stakeholders request and utilize data to inform policy and drive budgetary decision-making
- In addition, external stakeholders request data to ensure funds are being utilized in a constructive and responsible manner
- The University needs to ensure their reporting capabilities are flexible enough to meet the needs of all external stakeholders and, in particular, address any BOT or Legislative requests
- Internal stakeholders require and utilize data to evaluate actual spending against original budgets, and to drive University strategy and inform decision-making
- In addition, internal stakeholders utilize data to perform historical trend analysis and identify potential areas for more effective cost management

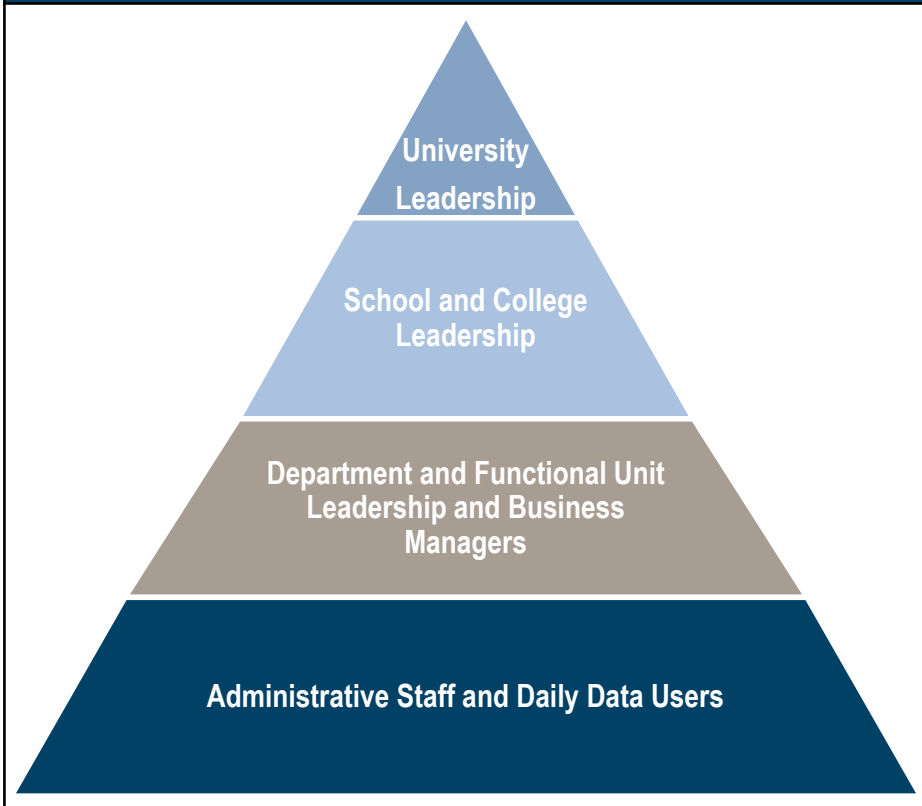
External stakeholder needs revolve around accountability, while the needs of internal stakeholders are associated with responsibility in providing users with data and reporting to inform decision-making.

Proposed Reporting Hierarchy

REPORTING NEEDS BY STAKEHOLDER LEVEL

The proposed hierarchy describes the most critical reporting needs by level, as identified through stakeholder interviews, survey responses, industry best practice, and received data.

Reporting Needs By Stakeholder Level

 <p>University Leadership</p>	<ul style="list-style-type: none">• Ability to review financial information at an aggregated level without significant manipulation• Ability to perform trend analysis and benchmark• Ability to make budget to actual comparisons• Ability to meet external stakeholder requests for data
<p>School and College Leadership</p>	<ul style="list-style-type: none">• Ability to roll up financial data to the appropriate School and/or College level• Ability to perform trend analysis and benchmark• Ability to make budget to actuals comparisons• Ability to evaluate Fund balances
<p>Department and Functional Unit Leadership and Business Managers</p>	<ul style="list-style-type: none">• Real-time, detailed financial transaction information and associated materials (e.g. scanned documents)• Ability to roll-up financial data to the appropriate department level• Ability to query/create customized reports
<p>Administrative Staff and Daily Data Users</p>	<ul style="list-style-type: none">• Real-time, detailed financial transaction information and associated materials (e.g. scanned documents)• Ability to make budget to actual comparisons and review daily account amounts• Ability to query/create customized reports

In order to resolve the reporting challenges, the University first needs to establish a solid foundation and meet the needs of daily data users; this will ensure aggregated information is complete and accurate.

Proposed Reporting Hierarchy

EXAMPLE REPORTS

Example reports that the University should be able to produce through the new selected technology solutions are described below.

Report Category	Report Name	Report Description
Finance	Revenue and Expense – Budget vs. Actuals Report	Report shows the budget, actual revenue and expense transactions, revenue and expense encumbrances, and budget balance information at the individual and aggregated account levels
Finance	GL Variance Report	Report shows a comparison of one ledger from a specified period / timeframe to another ledger for another specified period / timeframe
Finance	Paid and Unpaid Voucher Report	Report lists vouchers that have been paid within a specified date range, as well as those vouchers that have not been paid, including the approval status, match status, and scheduled pay-date
Student / Finance	General Ledger Reconciliation Report for Student Financials Detail	Report bridges the gap between the data in the Banner SIS system and the rolled up journal entries posted to the general ledger, helping departments with the reconciliation of Banner revenue and expenses with general ledger revenue and expenses
Research	Month-End Financial Statements	Report provides detailed financial statements to each Principal Investigator giving the current status of project budgets, expenditures, commitments, and balances (includes a project financial summary, detail of expenses, project stores expenses, project demurrage expenses, and detail of PO-related commitments, payroll expenses, and payroll and GL commitments)
Research	Project End Date Warning Report	Report provides a list of employees funded by research projects that have ended, will end within 15 days, and / or will end within 30 days to ensure that employees are not paid from sponsored research funding that has or will expire in the near future
Human Resources	Regular Faculty Review Schedule and Demographics Report	Report provides a list of tenure-track faculty with their progress status as well as non-tenure-track faculty

To produce similar reports to those described above, Huron believes the University of Wyoming needs to pursue the implementation of new technology solution(s), which are described in the subsequent slide.

Short Term Wins & Next Steps

Short Term Wins

POTENTIAL REPORTING SOLUTIONS ACHIEVABLE WITHIN 6-12 MONTHS

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Huron's ultimate recommendation is for UW to pursue one of the three previously outlined pathways to address its critical reporting gaps and needs, but we recognize the need for immediate solutions.

- Regardless of the pathway forward UW chooses, each one represents a multi-year timeline, so the following are some short term wins that could improve reporting at the University of Wyoming within the near term

Short Term Wins

- Script the environment refresh process so that the Reporting environment can be **refreshed every day** as opposed to every month. Otherwise, enable users to query or run reports against the Production Financials environment.
- **Update the existing Department roll-up tree** or create a new Department tree for the purpose of reporting on Financial data at varying/aggregated levels within the organization.
- **Develop new Summary Financials Report** (XML / BI Publisher) that utilizes this Department roll-up tree and can be run real-time and ad hoc at either a node or individual department level. Drilling functionality has been disabled for the nVision reports due to performance concerns, so there should not be a loss of functionality in doing this.
- Begin posting **GL journals every day**. Currently they are only posted once a week. This process can be run in batch (or manually) to Edit, Budget Check, and Post all not-posted Journals on a daily basis. This will help alleviate some of the time delays in viewing transactions.
- **Create or update training materials** so that they provide instructions on how to execute PISTOL and HRMS business processes. In addition, develop and offer in-person training to campus on a regular basis.

Given the time sensitivity of the UW legislative budget funding request, exploring these potential short term reporting fixes are not part of the Phase 2 scope but could be incorporated into Phase 3.

Huron will continue to build the “case for change” during Phase 2 of the engagement; the following three workstreams have been proposed and accepted with workstreams 1 and 2 already underway.

- **Workstream 1: Technology Evaluation and Implementation Costing**

- Synthesize trends, institutional priorities, and systems into a comprehensive vision for new systems infrastructure and roadmap for implementation
- Assist campus leadership with the development of estimated resource requirements and related budget ranges for presentation
- Develop a high-level post-Phase 2 work plan and implementation timeline, and establishing a governance and project management structure

- **Workstream 2: Business Process Cataloging and Mapping**

- Develop straw-man inventory of processes through Huron’s experience and interviews already conducted
- Identify processes that are unique to the University’s business environment and develop detailed process maps
- Identify constraints to current processes and their attendant causes (e.g., State statute, University policy, School policy, existing practice, historical happenstance)

- **Workstream 3: Organization and Data Governance**

- Assess existing data standards and data governance structures
- Evaluate alternative organizational structures and governance responsibilities, and develop a future-state data governance model
- Develop group charter and utilize the catalog of business processes to inform group strategy

Next Steps

TECHNOLOGY SOLUTION PATHWAYS

Huron believes the University of Wyoming should pursue one of three available paths; high-level pros and cons of each pathway are described below.

Pathway	Pros	Cons	Considerations
1. Re-implement the current PeopleSoft Applications	<ul style="list-style-type: none">• Stable technical platform• Aligns with current IT skillset	<ul style="list-style-type: none">• Potentially higher cost option• Older technical platform• Costly upgrades	<ul style="list-style-type: none">• Legacy perceptions of PeopleSoft applications• Significant concerns about the capacity and capabilities of functional leaders to lead change initiatives
2. Upgrade to Oracle Cloud applications	<ul style="list-style-type: none">• Potential lower cost option for implementation• Pre-developed, efficient business processes• Continuous development of functionality	<ul style="list-style-type: none">• Evolving application functionality• Organizational and process change dependent	<ul style="list-style-type: none">• Ability to substantially improve and streamline business processes• Alleviates current licensing issue• Pricing for subscriptions and implementation likely to increase in the next 3-6 months
3. Go to market to purchase new technology (s)	<ul style="list-style-type: none">• Ability to evaluate all potential solutions to fully align UW needs with market capabilities• Pre-developed, efficient business processes• Continuous development of functionality	<ul style="list-style-type: none">• Lag in implementation timeline due to 4-6 month RFP process• Potentially larger total cost• Evolving application functionality	<ul style="list-style-type: none">• Ensures that UW acquires the best possible technology solution given its current- and intended future-state business environments• Ability to substantially improve and streamline its business processes

During Phase 2 Huron will further explore these options and assist University leadership in selecting the best pathway forward for the University of Wyoming and provide an estimate of the cost.

Next Steps

PHASE 2 TIMELINE

The estimated timeline for Phase 2 is detailed in the graphic below.

Project Work Stream	Week of:											
	11/2	11/9	11/16	11/23	11/30	12/7	12/14	12/21	12/28	January		February
Technology Assessment	Legislative Budget Decision - Feb											★
Option Development and Selection	█	█	█	█	█							
Initial Requirements Gathering and Documentation				█	█	█	█	█	█	█		
Initial Cost Estimation and System Decision Hierarchy					█	★	█	█	█	█	█	
Cost Refinement								█	█	★	█	█
Business Process Catalog and Mapping												
Interviews with Key Stakeholders			█	█	█	█	█					
Catalog Business Processes					█	█	█	█	█	█		
Unique Business Process Mapping								█	█	█	█	█
Organization and Data Governance												
Assess Existing Organizational and Governance Structures								█	█	█		
Evaluate Alternatives									█	█	█	█
Future State Model										█	█	
Building Capacity and Transitioning												█

Appendix A: Catalog of Current Reports

Catalog of Current Reports

1 OF 6

The catalog below provides some insight in to the different types of reports that can be run out of the main enterprise technology systems maintained on campus.

Report	System	Functional Area:	Report Description	Category
1 PISTOL Report (P-Report)	PISTOL / nVision	All	P-Reports are provided to all functional areas across campus once a month to allow users to see what transactions have been posted to their accounts. Users utilize these reports to reconcile their respective internal documentations of the transactions they have submitted for processing	Finance
2 Journal Head and Line IDRs (Interdepartmental Revenue Transfer)	PISTOL / nVision	All	The report provides detail on IDRs (Interdepartmental Revenue Transfers) so that departments may reconcile their revenue and expense accounts.	Finance
3 Voucher Lookup (Vouchers Paid, Vouchers Paid - Payment Requests, Vouchers Paid - Purchase Order)	PISTOL / nVision	All	The report/query is used by employees to review vouchers for a specified department (org.) within PISTOL financials to balance budgets and reconcile posted transactions with their shadow system. Employees can segment vouchers by type: All Paid, Paid by Payment Requests, Paid with Purchase Order, etc.	Finance
4 Cash Report by Bank	PISTOL / nVision	All	The report provides beginning and ending bank balances by Fund for a specified time frame. The report includes transactions for the previous period(s).	Finance
5 Summary of 20xx Budget Activity by Program (Budget to Actuals report for the year)	PISTOL / nVision	All	The report provides budget activity by program for the Section I Block Grant (Instruction, Research, Public Service, Academic Support, Student Services, Institutional Support, Operation and Maintenance of Plant, Scholarships, Intercollegiate Athletics, Capital Outlays). The report also has total amounts by expense category.	Finance
6 Monthly Report for Non-Budgeted	PISTOL / nVision	All	The report shows month-end balance sheet accounts, revenues, and expenses by account description and account number. It includes beginning balances, transactions for the month, ending balances, and encumbrances	Finance

Catalog of Current Reports

2 OF 6

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The catalog below provides some insight in to the different types of reports that can be run out of the main enterprise technology systems maintained on campus.

Report	System	Functional Area:	Report Description	Category
7 Monthly Report for Appropriation Budgets	PISTOL / nVision	All	The report shows amounts by account description and account number. It includes original and total spending authority, ITD expenditures to-date, encumbrances, remaining spending authority and current period expenditures.	Finance
8 Monthly University & Foundation Combined Gift Account Report (CDO Report)	Advance	Foundation	The report provides monthly updates on the balances available and funds by name, College, and department.	Finance
9 University of Wyoming Foundation Endowment History Reports	Advance	Foundation	The report provides year-end updates on all of the funds by College and department for the current year and the past 4 years.	Finance
10 Active Employees	HRMS	All	The "Active Employees" report provides information on all current employees during a specified date range for a specified department (org).	Human Resources
11 Overtime Earned	HRMS	All	The "Overtime Earned" report provides the overtime earned for a single, specified employee for a specified date range.	Human Resources
12 Financial Statement Reports	Created	Accounting	These documents are created once yearly by the accounting office to show how the general ledger report creates the audited financial statement numbers.	Yearly Statements
13 Budget Index	Budget Prep	Budget	This report represents the Annual Operating Budget.	Yearly Statements

Catalog of Current Reports

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The catalog below provides some insight in to the different types of reports that can be run out of the main enterprise technology systems maintained on campus.

Report	System	Functional Area:	Report Description	Category
14 Departmental Budget / Expense / Revenue Spreadsheets	Shadow System	All	These reports are used to track and balance financial transactions with financial transaction information provided through PISTOL for the various departments across campus. Though departments may maintain different shadow systems, they are all used for the same purposes (i.e. maintaining more detailed financial information, aggregating financial informatoin in a single place for their department, etc.). These reports serve as the record of expenditures and account balances for each budget maintained by the various departments.	Finance
15 Income Statements	Shadow System	All	The report shows the year-ending income statement. It includes incomes, expenses separated by personnel, benefits, and operating expenses, and it includes capital reserve and equipment replacement transactions.	Finance
16 Total Project Budget Worksheet	Shadow System	Facilities Planning and Management	The report provides budget updates on construction costs including current estimated cost, cost adjusted for inflation, budget, committed funds, expenditures to-date, remaining commitments, and remaining balance in the account budget. The report also includes professional fee and equipment expenses, and contingencies estimates. These reports are used to manage the capital project budgets and track costs for all facilities planning projects.	Finance
17 Monthly Financial Statement	Shadow System	Facilities Planning and Management	The report provides monthly financial updates by project.	Finance

Catalog of Current Reports

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The catalog below provides some insight in to the different types of reports that can be run out of the main enterprise technology systems maintained on campus.

Report	System	Functional Area:	Report Description	Category
18 Half Acre Renovation and Addition (Example of Total Project Budget Worksheet)	Shadow System	Facilities Planning and Management	The report shows all expenses, including accounts and payment descriptions, balances allocated to different contractors, and budget to actuals for those contractors and for the overall budget by project. This report provides the current status of the construction project in terms of expenditures.	Finance
19 Part-time Non-Benefited Personnel Budget Report	Shadow System	Libraries	The report includes 2 pages: one shows totals by General Libraries Department, and the other shows personnel by name including hourly rates and the expended amount for the month. It also shows any circulation adjustments	Finance
20 Budget Summary for UW Libraries	Shadow System	Libraries	The report shows total budget summary for Section 1, Section 2, Gift Accounts, and Grant Accounts.	Finance
21 Quick Report	Shadow System	Deans Office	The Quick Report shows date, vendor name, description and account information, and beginning and ending balances.	Finance
22 Account Balance	Shadow System	Information Technology	This report displays current account balances.	Finance

Catalog of Current Reports

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HuronEducation

The catalog below provides some insight in to the different types of reports that can be run out of the main enterprise technology systems maintained on campus.

Report	System	Functional Area:	Report Description	Category
23 Budget Income Statements and Trial Balances	Shadow System	Intercollegiate Athletics	These reports create display the income statement and trial balance for Intercollegiate Athletics	Finance
24 Food Cost	Shadow System	Housing and Dining	This report is used to determine what part of the current budget is being spent on food.	Finance
25 Income Statement, Daily Register Z Report, Online Order Reconciliation	Shadow System	Housing and Dining	This report is used to identify and track sales trends.	Finance
26 Financial Statement (W/O P-Report)	Shadow System	Performance Art Center	The report shows budget to actual expenditures as well as the funding sources and the various budget amounts.	Finance
27 Monthly Budget Report	Shadow System	Physical Plant	The report shows budget summaries by unit for both section 1 and section 2 funds. It includes Administrative, Facilities Engineering, Facilities Management, Facilities Services, and Utilities Management. These reports are used to provide real-time budget, expense, and encumbrance numbers to managers on a monthly basis.	Finance
28 Accounts Receivable	Shadow System	Residence Life & Dining	This reports are used to determine customer balances, accuracy of payments applied, to answer questions on accounts, to send statements, and to assess and apply finance charges.	Finance
29 Pcard Report, PO's, Vouchers, and P-Reports	Shadow System	Transit and Parking	These reports are used to create income statements and balance sheets for the Transit and Parking department.	Finance

Catalog of Current Reports

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The catalog below provides some insight in to the different types of reports that can be run out of the main enterprise technology systems maintained on campus.

Report	System	Functional Area:	Report Description	Category
30 Hotel Reservations	Shadow System	UW Casper INBRE	The report is used to track spending for staff and faculty on the travel P-card.	Human Resources
31 UW Libraries Personnel Budget	Unknown	Libraries	The report shows position listings with budget information (Base Budget, Base Salary, and Adjusted Salary) by individual employee by name.	Human Resources
32 Detailed Product Sales Report	CSI	Campus Recreation	The report describes everything that was sold at the Gym, including memberships, retail items, equipment rentals, trips, classes, and lockers.	Finance
33 CDO Reports	F-Reports	College of Business Dean's Office	This report shows endowment fund usages and remaining balances.	Foundation
34 Cash Summary, CashVend Sys Variance, Sales		Vending Services	The report is used for day-to-day cash reporting.	Finance
35 USAT Daily Sales, Blackboard Daily Sales	USAT and Blackboard	Vending Services	These reports are used to track daily sales and equipment usage.	Finance
36 Accounts Receivable Report	VADDS	Veterinary Sciences	This report is used to provide updates on AR balances.	Finance
37 FY15 Faculty Travel	Unknown	Unknown	The report shows both expended and encumbered travel expense information by employee (traveler) as well as the event, the destination, and the dates.	Finance
38 Payments for on-campus Housing	TouchNet	Housing and Dining	This report is used to verify that on-campus housing occupants have made payments in a timely fashion.	Finance

Appendix B: Reporting Hierarchy – Prioritized Catalog of Aspirational Reports

Proposed Reporting Hierarchy

CATALOG OF ASPIRATIONAL 1 OF 4

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The catalog below provides some information regarding the types of the reports the institution should aspire to be able to run out of their future enterprise technology solutions.

Report Title	Report Description	What questions does this report answer?	Report Type
1 Fund Group Summary of Assets, Liability, and Equity	Summary of balance sheets owned by an organization.	What are the balances of the Funds owned by my organization/department?	Finance
2 Revenue and Expense Transaction Detail	Monthly or daily Income Statement account transactions Account transaction detail by ChartField Combination	What income and expenses were posted against my accounts during a specified date range?	Finance
3 Balance Sheet Transaction Detail	Monthly or daily Balance Sheet Account transaction detail by fund Summarized revenue and expense information from income statements	What asset and liability transactions were posted against my Funds during a specified date range?	Finance
4 Revenue and Expense - Budget vs. Actual	Budget, actuals, encumbrances, and budget balance information at the individual and aggregated account levels This report can be run for whatever specified time-frame the user would like, including running detail up to the current day or for a specified month	How much budget do I have left for the year and how have my expenses looked to-date? From a high-level "Section 1 Funds" perspective, how much budget do I have left for the year and how have my expenses looked to-date? From a high-level "Section 2 Funds" perspective, what is my budget variance and plan for the year?	Finance
5 Detail Activity Report	Detail of income statement and/or balance sheet transactions for a specified time period	What transactions were posted against my accounts?	Finance
6 GL Actuals vs. Budget Report	Budget and Actuals information for each revenue and expense account specified Summarizes a specified time period's activity Can report across multiple fiscal years	What transactions posted against my accounts during a specified time range? How much budget do I have left for the year?	Finance
7 Summary Activity Report	Summarizes a specified time period's activity	What was the summary of activity posted to a particular, specified account for the year or for a specified time range (or across fiscal years)?	Finance
8 GL Variance Report	Compares one ledger to another ledger for one period/timeframe to another period/timeframe Can report across multiple fiscal years	What were the revenues and/or expenses for a given period/timeframe compared to another period/timeframe?	Finance

Proposed Reporting Hierarchy

CATALOG OF ASPIRATIONAL 2 OF 4

The catalog below provides some information regarding the types of the reports the institution should aspire to be able to run out of their future enterprise technology solutions.

Report Title	Report Description	What questions does this report answer?	Report Type
9 Balance Sheet by Fund	Provides a fund financial summary	What are the assets and liabilities held by my fund?	Finance
10 Valid Fund Values	Lists Fund values and their corresponding descriptions	What are valid Fund values?	Finance
11 Valid Department Values	Lists Department values and their corresponding descriptions	What are valid Department values?	Finance
12 Valid Organization Values	Lists Organization values and their corresponding descriptions	What are valid Organization values?	Finance
13 Valid Project Values	Lists Project values and their corresponding descriptions	What are valid Project values?	Finance
14 Valid Account Values	Lists Account values and their corresponding descriptions	What are valid Account values?	Finance
15 Asset Management Report	Assists in tracking changes to asset information (additions, transfers, retirement, custodian and location changes) Lists assets by profile and location Includes Physical Inventory and Equipment Review reports	What asset activity has occurred in my area? What kinds of equipment does my area own? What equipment is in a specific building or room?	Finance
16 Paid Voucher Report	Lists paid vouchers within a specified date range	What vendors were paid for expenses during the specified date range?	Finance
17 Unpaid Voucher Report	Lists vouchers that have not been paid within a specified date range, the approval status, match status, and scheduled pay-date of the voucher(s)	What vouchers are unpaid for my area?	Finance
18 Inventory Billing Report	Lists Stores transaction detail	What are the detailed transactions that have occurred within the store that make up the summary entries on my GL reports?	Finance
19 Procurement Card Reconciliation Report	Lists Pcard transaction detail for the GL entries	What are the detail P-card transactions that make up the summary entries on my GL report?	Finance
20 Procurement Card Transaction Report	Lists Pcard transactions by organization for a specified date range	Are there any trends in the use of our area's P-cards?	Finance
21 Procurement Card by Org Report	Lists all the Pcards issued to a department	Who in my department has a P-card?	Finance

Proposed Reporting Hierarchy

CATALOG OF ASPIRATIONAL 3 OF 4

DRAFT
HuronEducation

The catalog below provides some information regarding the types of the reports the institution should aspire to be able to run out of their future enterprise technology solutions.

Report Title	Report Description	What questions does this report answer?	Report Type
22 Purchase Order Report	Lists approved, dispatched, and completed purchase orders for a specified department and date range Includes remaining purchase order balance	What purchase orders were issued this month for my department? How much money is left on my department's purchase orders? What are all of my outstanding blanket orders?	Finance
23 General Ledger Reconciliation Report for Student Financials Detail	Bridges the gap between the data in the Banner SIS system and the rolled up journal entries posted to the GL, helping with the reconciliation of Banner revenue and expenses	What are the details (e.g. name and amount) behind the lump sum for Banner related activity on my department's GL reports?	Student
24 Student Financials Receivable Detail	Provides information on outstanding balances	By account, what students have outstanding balances, how old are they, what are the balances for, how many are there, and when was the last time there was activity against the balances?	Student
25 Salary Listing Report	Provides a list of employees' salaries and FTE status by funding sources, as well as totals for each department	What is a complete list of the employees belonging to my department, what is their FTE status, and how are their positions funded?	Human Resources
26 Regular Faculty Review Schedule and Demographics Report	Provides a list of Tenure Track and Non-Tenure Track faculty	What is the progress of the tenure-track faculty belonging to my department, and what faculty members are non-tenure track?	Human Resources
27 Job Requisition Worklist Report	Identifies job requisitions that require approvals	What job requisitions currently live require additional approvals, and what are those approvals?	Human Resources
28 Position Worklist report	Identifies positions that require approvals	What positions currently live require additional approvals, and what are those approvals?	Human Resources
29 Personal Expenditure Report	Shows the personnel expenditures by person for a designated department and pay period	What personnel expenses were paid out during the last pay period for my department?	Human Resources
30 Employee or Supervisor Report	Allows you to see who supervisors are by employee, department, or roll-up level	To whom do employees within my department report to?	Human Resources
31 Budgeted Salary Report	Shows the name, title, classifications, FTE %, annual salary, and percentage of salary for a specified budget for full-time positions	What are the budgeted, salaried positions for my department?	Human Resources

Proposed Reporting Hierarchy

CATALOG OF ASPIRATIONAL 4 OF 4

DRAFT
HuronEducation

The catalog below provides some information regarding the types of the reports the institution should aspire to be able to run out of their future enterprise technology solutions.

Report Title	Report Description	What questions does this report answer?	Report Type
32 Month-End Financial Statements	Report provides detailed financial statements to each Principal Investigator giving the current status of project budgets, expenditures, commitments, and balances (includes a project financial summary, detail of expenses, project stores expenses, project demurrage expenses, and detail of PO-related commitments, payroll expenses, and payroll and GL commitments)	What are the month-end statuses on my research projects, and what commitments do I have for the future?	Research
33 Daily Financial Transaction Detail	Report provides up-to-date financial transaction detail for a specified research project allowing PI's to review real-time transaction information	What transactions were processed today for my research projects? What is the status of a specific payment owed to a vendor?	Research
34 Project end Date Warning Report	Provides a list of employees funded by research projects that have ended, will end within 15 days, and/or will end within 30 days to ensure that employees are not paid from sponsored research funding that has or will expire	What are the statuses of my research projects, and when do they expire so that I may ensure employees are no longer funded by this sponsored research funding source?	Research
35 Encumbrance end Date Warning Report	Provides a list of employees funded by research projects and whose end dates for encumbrances are past, will end within 15 days and/or will end within 30 days to ensure that employees have correct encumbrance end dates	What are the statuses of my research projects, and do my encumbrances fit within the funding timeframe and funding availability?	Research
36 Employees Paid from Grant Report	Shows employees assigned to a grant budget for a specific fiscal year and whether they are active or terminated	What employees are applied to my grant(s) and how is their funding distributed?	Research
37 Grant Inception to Date Report	Shows information on all posted budget and expense transactions from the inception of the grant award	What transactions have been incurred on my grant(s) to-date?	Research
38 Grant Transaction Detail Report	Shows detailed information on grant transactions	What is the detailed transaction information for these charges on my grant(s)?	Research
39 Grant Summary Report	Allows you to print several grant accounts ending at a specific date	What does my current grant portfolio look like at a summarized basis?	Research

Appendix C: Inventory of Technology Systems

Inventory of Technology Systems

1 OF 2

Through data and survey analysis, and interviews with key stakeholders across the University of Wyoming, Huron has been able to identify the following technology systems used across campus

Technology System:		Description of Technology System:
1	PeopleSoft Financials (PISTOL)	Primary financial system
2	PeopleSoft Human Resources Management System (HRMS)	Primary HR system
3	Banner Student Information System	Primary student information system
4	InfoEd Global	Primary research administration accounting system
5	Nebraska Book Company POS	Primary bookstore inventory management and accounting system
6	Academic Works	Financial Aid accounting system
7	Quickbooks	Shadow accounting system
8	Sage 50	Shadow accounting system
9	Microsoft Dynamics GP	Shadow accounting system
10	PeachTree	Shadow accounting system

Inventory of Technology Systems

2 OF 2

Through data and survey analysis, and interviews with key stakeholders across the University of Wyoming, Huron has been able to identify the following technology systems used across campus

Technology System:		Description of Technology System:
11	Time Clock Plus	Time entry system used in various departments
12	Blackboard Transact	Card Office financial system
13	Kronos	Workforce management system
14	EventMaster Plus	Catering, meeting space, and event management system
15	ERezLife	Residence life software
16	CBord	Campus ID card system
17	StarRez	Student housing software system
18	Advance	UW Foundation donor management software
19	Fleet Commander	Fleet management software
20	FuelMaster	Fuel management software
21	Schedule Source	Enterprise time management software

Appendix D: Additional Guiding Principles Material

What are Guiding Principles?

The development of guiding principles is an important step in the due diligence and visioning phase of the financial system and reporting assessment initiative.

- Huron used the guiding principles established to identify gaps in current reporting capabilities
- In addition, the guiding principles will be used in future phases to inform next steps and ensure that the selected solution(s) meets all the criteria and needs of campus stakeholders

A principles-based approach to financial reporting:

- Describes the vision and establishes the priorities for the desired future state
- Incorporates broad stakeholder feedback across academic and administrative units

Common Elements of Guiding Principles

The following table includes elements that were used to inform the creation of the list of guiding principles.

Element	Description
Mission	<ul style="list-style-type: none">Assure key stakeholders the University is committed to its core academic and research mission and that the financial reports serve as a decision-making tool to facilitate this mission
Strategy	<ul style="list-style-type: none">The strategic plan is an articulation of University goals, and financial reports should inform decision making that align and support institutional strategy
Stakeholders	<ul style="list-style-type: none">Articulate the importance of how the financial reports should be utilized by institutional stakeholders to guide their decisions.
Future / Planning	<ul style="list-style-type: none">Focus on the reality that the data gathered and aggregated to produce financial reports represent an opportunity to strengthen the university through data-informed decision making
Transparency	<ul style="list-style-type: none">Financial reports (and the processes that underlie the data) should provide full transparency, both with respect to what decisions are made and how the data impacted those decisions
Timeliness	<ul style="list-style-type: none">Financial reports should be available to stakeholders at all times and should reflect up-to-date information
Simplicity	<ul style="list-style-type: none">Financial reports should be simple to read, use, explain and maintain

Guiding Principles

The guiding principles developed by the UW stakeholder group and Huron satisfy what Huron believes to be the critical elements of guiding principles.

Guiding Principles & Elements of UW's Technology and Reporting

	Mission	Strategy	Stakeholders	Future / Planning	Transparency	Timeliness	Simplicity
1. Support the academic, research, and service missions of the University by closely aligning decision making with the university's strategic plan to meet university priorities and expectations	●	●					
2. Be timely and current and allow users to access both systems and data at their own inclination from both on-campus and remote locations						●	
3. Be flexible, comprehensive, and integrated, allowing users to access, aggregate, and query both basic and detailed information from multiple data sources using user-defined criteria at all levels of the organization, and allow for any desired future changes or reorganization				●			●
4. Be transparent and clear, (clear data definitions, commonly understood and consistent formats, complete and accurate) be driven by a reliable, trusted data source to allow for sound data-driven analyses, and promote fiscal trust, responsibility, and accountability					●		
5. Be intuitive, easy to use, and easily trainable to ensure users at all levels are able to understand both the enterprise systems and the data they produce							●
6. Enable multi-year forecasting and strategic resource planning to ensure future strategic priorities are met at all levels of the organization			●	●			

Appendix E: Interview Participant List

Interview Participant List

1 OF 6

The following UW employees are included as part of the intended interview list for this engagement.

Interviewee	Department	Title
Sue Koller	Office of Institutional Analysis	Associate Director
David Willems	Office of Institutional Analysis	Research Scientist, Assistant
Tammy Scott	Office of Institutional Analysis	Information Specialist
Suzie Waggener	Office of Institutional Analysis	Information Specialist
Lisa Muller	Office of Institutional Analysis	Research Scientist, Associate
Mark Collins	Associate VP's of Admin	Associate VP Operations
Janet Lowe	Associate VP's of Admin	Associate VP Administration
Arley Williams	Special Assistant to the VP Admin	Assistant VP/Special Assistant to VP Admin
Mary Ann Garman	UW Foundation	VP for Financial Services
Kathleen Miller	Internal Audit	Internal Auditor
Ishtar Hogsett	Internal Audit	Auditor, Senior
Mark Bercheni	HR & Payroll	Interim Director
Sheralyn Farnham	HR & Payroll	Payroll Manager
Tara Evans	Legal Office	Deputy General Counsel
Mara Chopping	Legal Office	Legal Assistant
Dorothy Yates	Research & Sponsored Programs	Associate VP of Research
Jonnie Jenkins	Research & Sponsored Programs	Manager, Sponsored Programs
Margaux Christensen	Information Technology	Executive Business Manager
Robin Petroski	Information Technology	Account Associate, Senior
Rhetha Davis	Information Technology	Office Associate, Senior
Martha Miller	Procurement	Manager, University Procurement Services

Interview Participant List

2 OF 6

The following UW employees are included as part of the intended interview list for this engagement.

Interviewee	Department	Title
Greg Livingston	Procurement	Assistant Manager
Janet Wilson	Procurement	Buyer, Senior
President Richard McGinity	Executive Sponsors	President
Bill Mai	Executive Sponsors	Vice President
Robert Aylward	Executive Sponsors	VP Information Technology & CIO
Billy Sparks	Athletics	Senior Associate Athletic Director/Business Operations
James Wilkerson	Athletics	Athletics Executive Business Manager
Debbie Allred	Athletics	Accounting Associate, Senior
Carolyn Smith	Auxiliary Services	Director
Julie Becker	Auxiliary Services	Office Associate
Ashlie Reese	Financial Services	Manager
Aaron Courtney	Financial Services	Assistant Manager
Darcy Bryant	Physical Plant	Deputy Director, Business Services
Holly Barker	Physical Plant	Business Manager
PJ Shumway	Budget Office	Budget/Reporting Analyst, Senior
Kathy Dempsey	Budget Office	Budget Analyst, Senior
Dawn Deiss	WyoOne ID Office	Manager
Paul Kunkel	Transit & Parking	Assistant Director
Elizabeth Whitt	Transit & Parking	Manager
Laurie Mendick	Library	Business Manager, Executive
Lori Phillips	Library	Interim Dean

Interview Participant List

3 OF 6

The following UW employees are included as part of the intended interview list for this engagement.

Interviewee	Department	Title
Klinton Alexander	Law College	Dean/Professor
Megan Barber	Law College	Business Manager, Executive
Cid Walck	Facilities Planning	Business Manager, Executive
Larry Blake	Facilities Planning	Director
Robert Holzwarth	Facilities Planning	Associate Director
Merl Haworth	Facilities Planning	
Shelley Dodd	Admissions / Registrar	Director
Lane Buchanan	Admissions / Registrar	Interim Registrar
Juanita Carroll	Accounting	Manager
Arin Wesnitzer	Accounting	Assistant Manager
Nancy Courtney	Accounting	Accountant
Jon Kelly	Accounts Payable	AP Supervisor
Misty Eaton	Book Store	Assistant Director
Kendall Gonzales	Book Store	Accountant
Kathleen Bobbitt	Student Financial Aid	Director
Carrie Gose	Student Financial Aid	Business Analyst, Executive
Bill McCleary	Vending	Manager
Barbara Stickelman	Vending	Accounting Associate
Rick Ewig	American Heritage Center	Associate Director/Archivist, Associate ETT
Megan Barber	American Heritage Center	Business Manager, Executive
Meghan Monahan	American Heritage Center	Accounting Associate, Senior

Interview Participant List

4 OF 6

The following UW employees are included as part of the intended interview list for this engagement.

Interviewee	Department	Title
Shawn Fletcher	Car Rental Services	Manager
Chris Bretones	Car Rental Services	Office Associate, Senior
Candice Ramsey	Car Rental Services	Accounting Associate
David Jones	Academic Affairs	VP for Academic Affairs
Tami Benham-Deal	Academic Affairs	Interim Associate Provost
Kathie Hull	Academic Affairs	Director, Business Affairs
Frank Galey	College of Agriculture	Dean/Professor
Cath Harris	College of Agriculture	Business Manager, Executive
Paula Lutz	College of Arts & Sciences	Dean/Professor
Roxanne Keeney	College of Arts & Sciences	Business Manager, Executive
Sanjay Putrevu	College of Business	Dean/Professor
Karen Rhodine	College of Business	Business Manager, Executive
Ray Reutzel	College of Education	Dean/Professor
Kimberly Montez	College of Education	Business Manager, Executive
Joe Steiner	College of Health Sciences	Dean/Professor
Laurie Jo Kempert	College of Health Sciences	Business Manager, Executive
Michael Pishko	College of Engineering and Applied Sciences	Dean/Professor
Rimvyda Valiukenas	College of Engineering and Applied Sciences	Business Manager, Executive
Susan Frye	Outreach School	Dean
JoelAnne Berrigan	Outreach School	Business Analyst
Sandy Roller	Outreach School	Accountant

Interview Participant List

5 OF 6

The following UW employees are included as part of the intended interview list for this engagement.

Interviewee	Department	Title
Jayne Pearce	Outreach School	Manager, Outreach Credit Programs
Susan Moldenhauer	Art Museum	Director
Cherie Kelley	Art Museum	Accountant
Sara Axelson	Student Affairs	VP Student Affairs
Christina Irion	Student Affairs	Staff Assistant
Sean Blackburn	Dean of Students	Associate VP, SA/Dean of Students
Sandra Clinton	Dean of Students	Office Associate, Senior
Keener Fry	Alumni Association	Executive Director
Marisa Reilly	Alumni Association	Business Manager
Eric Webb	Residence Life & Dining Services and Wyoming Union	Executive Director
Jami Miller	Residence Life & Dining Services and Wyoming Union	Associate Director, Business Operations
Darcy DeTienne	Residence Life & Dining Services and Wyoming Union	Director, Wyoming Union
Jana Schott	Residence Life & Dining Services and Wyoming Union	Business Manager
Pat Moran	Campus Recreation	Director
Abbie Connally	Campus Recreation	Business Manager
Marjorie Jaeger	Veterinary Science	Accountant
Kristy Kay Isaak	Office of the Registrar	Office Associate
Vicki Staddie	Mathematics	Accounting Associate, Senior
Nicole Wade	Physics & Astronomy	Accounting Associate, Senior
Joslyn White	Science & Math Teaching Center	Accounting Associate, Senior
Kristin Wold	Art	Office Associate, Senior

Interview Participant List

6 OF 6

The following UW employees are included as part of the intended interview list for this engagement.

Interviewee	Department	Title
Lori Dockter	Statistics	Office Associate, Senior
Rachel Anne Stevens	School of Pharmacy	Office Associate, Senior
Julie Schroyer	Information Technology	Project Manager, IT Application and Database Services
Jen Chavez	Information Technology	Director, IT/Application & Database Services
Megan Hanneman	Associate VP Administration	Director, Shared Business Services
Stacey Holzwarth	Associate VP Administration	Coordinator, Shared Business Services
Jill Jensen	Associate VP Administration	Associate Director, Shared Business Services

HuronEducation



**University of Wyoming
Performance Improvement Project**

Fall 2016

The University of Wyoming engaged Huron to assist in the identification, prioritization, and development of business cases for opportunities to grow revenue and reduce costs.

- Over the course of the 11-week project, Huron **interviewed 110 members of the UW community** to understand the current operating environment, identify opportunities for cost savings and revenue enhancement, and collect and synthesize data to inform our analyses.
- Huron **identified over 100 opportunities** during the initial phase of the engagement; the preliminary list was consolidated to 64 discrete menu opportunities that were presented to the Steering Committee for feedback and prioritization.
- Based on the Steering Committee's direction, Huron presented **13 business cases** that outline cost savings and revenue enhancement opportunities in operational, enrollment, student affairs, and student programming that have the potential to make a significant financial impact to the University.
- **Selected elements** from Huron's work, along with the work from the FCAC and other leaders on campus was designed, in-part, to assist President Nichols and the leadership team to develop a **plan for cost savings** that will be presented to the Board of Trustees later in the year.

Opportunity Overview

Some of the opportunities identified by Huron will be immediately implemented during the current fiscal year; others will need longer lead time and further discussion before implementation.

Immediate Opportunities	Other Business Cases
FY 2017-18	To Be Further Discussed
<ul style="list-style-type: none"> • Procurement: Strategically Source Selected Commodities • Pursue Vendor Partnership for Facilities Stores • Centralize Selected Information Technology Operations/Services • University Fleet Consolidation • HR Benefits: Amend Long Term Disability Policy • Reorganize Student Health Center Operations 	<ul style="list-style-type: none"> • HR Benefits: Amend Domestic Partner Benefits • Enrollment: Optimize Tuition/Fees, Retention, Transfer Students • Pursue Vendor Partnership for University Bookstore • Amend Transit Routes and Parking Permit Structure • Amend Residential Life Policies • Explore Amended Student Health Fee and Third-Party Billing Options • Reorganize Outreach School • Restructure Facilities Staffing Model

Additional detail for each of the opportunities listed in the left-hand column is provided on the subsequent slides.

UW has the opportunity to reduce supply expenses by leveraging its buying power, negotiating purchasing contracts, and outsourcing the Facilities Management supply purchasing function.

The Case for Change

- An analysis of the University's spending indicates that the UW has approximately \$83 million that can be strategically sourced
- Spending through existing purchasing contracts account for less than 5% of "addressable spend," or spend that can be reduced by negotiating contracts
- When supplies are requested, the Facilities Store goes through a lengthy bid process to procure supplies; while there is confidence that UW is getting a lower price, it can take up to six weeks for the supply to come in after going through this process creating a lag to complete work orders and maintenance tasks

Goals and Projected Annual Impact (\$1.5 - \$3.3M)

1. Involve the campus throughout the strategic sourcing wave plan to gain support and buy-in early in the process to optimize results
2. Assess potential vendors for MRO/Janitorial supplies; create and open RFP for services

Implementation Work Group Members

- William Mai, (VP Administration)
- John Davis, (Executive Director, University Operations)
- Martha Miller, (Manager, University Procurement Services)
- Janel Lowe (Associate VP for Fiscal Administration)

Despite a recent consolidation, a significant number of distributed IT resources duplicate services provided centrally; available data indicate that these services are also less efficient than central services.

The Case for Change

- An analysis of HR data and interviews suggest that there are over 30 IT positions outside of University IT
- After interviews, a majority of those positions outside of central IT appear to perform similar services to central IT's Client Support Service group
- Through a consolidated service model and economies of scale, IT can more effectively pursue industry and peer benchmarks to achieve significant cost savings

Goals and Projected Annual Impact (\$630K - \$1.1M)

1. Conduct a detailed analysis of services and associated activity provided at department levels to confirm and rationalize consolidation
2. Identify distributed resources that will not be included in IT consolidation

Implementation Work Group Members

- Robert Aylward, (VP & CIO)
- Maggie Morrison, (Director, Client Support Services)
- Jennifer Chavez, (Director, Application & Database Services)

In order to support its expansive footprint across the state, the University manages a substantial fleet of vehicles and operates a Car Rental Services operation.

The Case for Change

- Car Rental Services operates at near capacity during September, October, May, and June, but well below capacity during Winter months
- Over half (52%) of Car Rental Services expenses are from asset depreciation
- Despite variable demand, Car Rental Services vehicles average over 16,000 miles per year while distributed cars in Academic, Administrative, and Research units average under 5,000 miles per year

Goals and Projected Annual Impact (\$100-\$300K)

1. Engage distributed units on viability of shared motor pool model and solicit feedback
2. Identify vehicles to move centrally into shared fleet and vehicles to sell
3. Develop model for crediting departments that will be moving vehicles centrally and departments that will be selling vehicles

Implementation Work Group Members

- William Mai, (VP Administration)
- Shawn Fletcher, (Manager, Fleet Services)
- Carolyn Smith, (Director, Auxiliary Services)

UW can adopt the State of Wyoming's long-term disability benefit to align with state-wide agencies, and reduce University operating expenses.

The Case for Change

- UW provides a benefit in long-term disability (LTD) that is beyond what State provides
- UW uses the State's plan (Standard Insurance Co.) for short term disability benefit, but not for LTD benefit
- UW's current LTD insurance (Lincoln National Life) contract is up for renewal in September 2016, creating an opportunity to change the current policy, giving employees the option to select, and pay for, the LTD coverage

Goals and Projected Annual Impact (\$325K)

1. Communicate to employees the University's LTD policy will be changing once the existing plan is up for renewal
2. Work with the State of Wyoming to offer LTD benefit to University employees
3. Prepare internal infrastructure for employees to enroll in the State's benefit

Implementation Work Group Members

- William Mai, (VP Administration)
- Mark Bercheni (Associate Director Classification/Compensation)
- Eric Goldenstein, (Associate Director Benefits & Records)



UNIVERSITY OF WYOMING STRATEGIC SOURCING PROJECT SUMMARY

UNIVERSITY OF
WYOMING

June 27, 2016

WYOMING STRATEGIC SOURCING INITIATIVE

HURON HIGH LEVEL SPEND ASSESSMENT

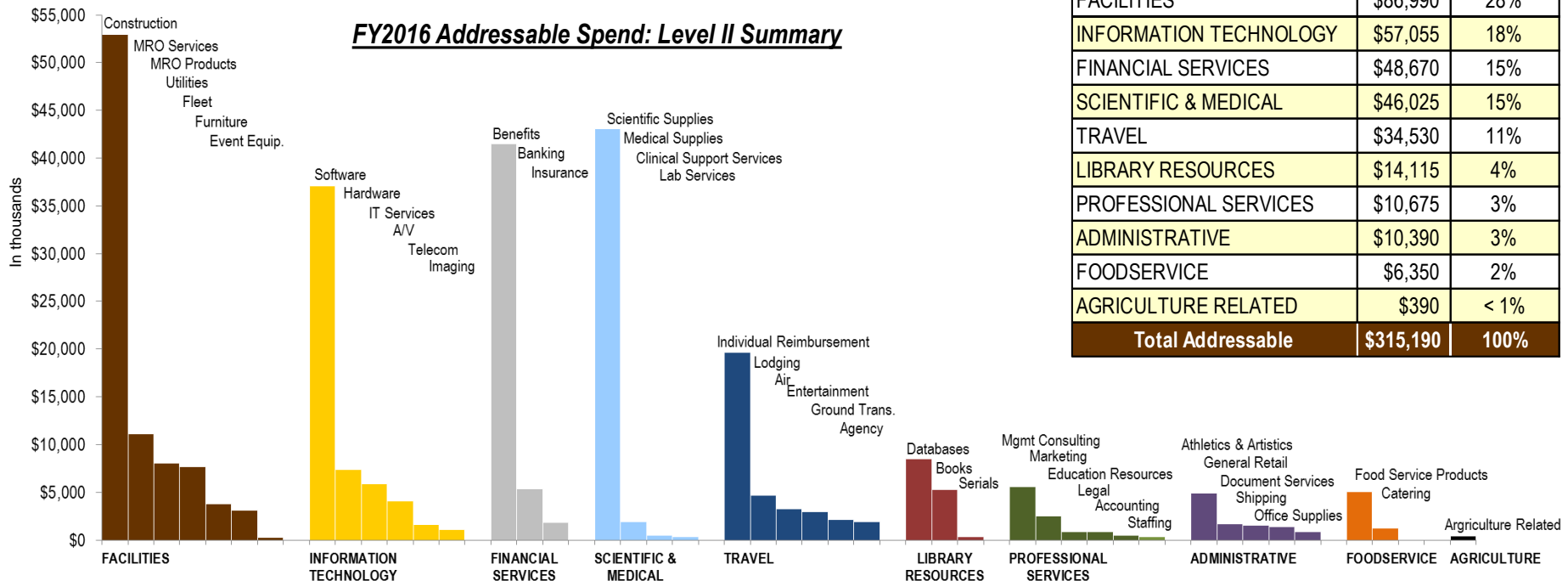
As part of a broader performance improvement assessment, Huron conducted a high level spend analysis of the University of Wyoming's AP and P-Card spend and identified potential areas for sourcing opportunities.

- Huron categorized Wyoming's FY2016 PO, Payment Request, and P-Card spend first into 9 Level I categories then further into 51 Level II subcategories to better understand Wyoming's spend profile
- Based on the spend analysis exercise, Huron and Wyoming agreed on 3 areas for phase I strategic sourcing initiative: **office supplies, computers, and scientific supplies and stockroom**

FY2016 Addressable Spend: Level I Summary

Level I Category	In thousands	
	Addr. Spend	% of Addr. Spend
FACILITIES	\$86,990	28%
INFORMATION TECHNOLOGY	\$57,055	18%
FINANCIAL SERVICES	\$48,670	15%
SCIENTIFIC & MEDICAL	\$46,025	15%
TRAVEL	\$34,530	11%
LIBRARY RESOURCES	\$14,115	4%
PROFESSIONAL SERVICES	\$10,675	3%
ADMINISTRATIVE	\$10,390	3%
FOODSERVICE	\$6,350	2%
AGRICULTURE RELATED	\$390	< 1%
Total Addressable	\$315,190	100%

FY2016 Addressable Spend: Level II Summary



WYOMING STRATEGIC SOURCING INITIATIVE

HURON GUIDING PRINCIPLES

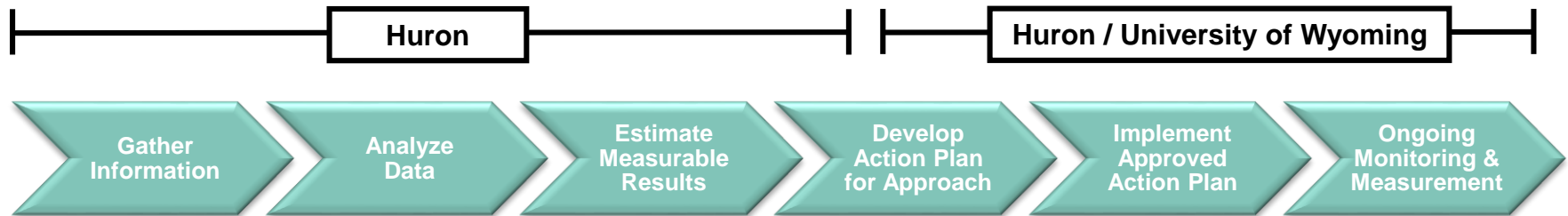
Huron's approach to Strategic Sourcing focuses on delivering against University of Wyoming's objectives and follows several guiding principles, including:

- **Deliver total cost reduction** – Our primary focus is reducing the total cost of goods and services to Wyoming by examining all cost drivers and exploring pricing improvements, demand management, product substitution, and contract compliance opportunities related to copiers
- **Conduct fact based analyses** – Huron's recommendations are validated by our experience, data analysis and benchmarking
- **Maintain or enhance quality** – Opportunities for improvement are identified with consideration of the current standard of service and quality
- **Facilitate behavior change** – By understanding Wyoming's situation and needs, we are able to develop solutions that positively impact the institution
- **Assist Wyoming in delivering results within a compressed time frame** – Our team will work diligently with to create a prioritized action plan with efforts focused on value add activities that directly impact cost reduction and improve operational performance
- **Strengthen relationships** – Throughout the Strategic Sourcing efforts, Wyoming will enhance their relationships with customers and suppliers by focusing on open communication and relationship building with key stakeholders
- **Knowledge transfer** – Through collaboratively working with the Wyoming team, Huron will also conduct informal knowledge transfer and ensure that Wyoming team members understand the strategic sourcing principles and basic methodology

WYOMING STRATEGIC SOURCING INITIATIVE

HURON STRATEGIC SOURCING METHODOLOGY

Huron followed our proven six step strategic sourcing methodology with heavy emphasis on data analysis and benchmarking to drive initiative success and obtain best savings and value for the University of Wyoming.



Key Activities					
Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
<ul style="list-style-type: none"> Internal Data <ul style="list-style-type: none"> – Spend data – Contracts – Invoices – Reporting Market data Stakeholder discussions 	<ul style="list-style-type: none"> Spend analysis Contract analysis Determine key cost drivers Intellectual property Cost modeling Command of the facts 	<ul style="list-style-type: none"> Set targets Present compelling supportive facts Estimate opportunity Demand management 	<ul style="list-style-type: none"> Determine best strategy and approach Ensure team collaboration Solicit stakeholder input 	<ul style="list-style-type: none"> Determine desired outcome Fact-based negotiations Persistent approach 	<ul style="list-style-type: none"> Implement final agreement and processes Develop audit plan & monitoring process Ensure performance is compliant End user education and knowledge transfer

WYOMING STRATEGIC SOURCING INITIATIVE

PRELIMINARY PROJECT TIMELINE

Huron projected that the scope of the strategic sourcing project for the three categories would take ~ 25 to 27 weeks and through end of May 2017; contracts finalization through general council might take additional time.

Key Activities / Week	Preliminary Timeline in Weeks																									
	Dec.				Jan.				Feb.				Mar.				Apr.				May					
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
Sourcing Engagement Kick-Off	█																									
Sourcing Data and Information Gathering		█	█	█	█																					
Schedule Functional Area Interviews		█	█																							
Stakeholder Interviews					█	█	█																			
eProcurement High Level Assessment						█	█	█																		
Supplier Data Review and Analysis						█	█	█	█																	
Savings Quantification and Business Cases Development								█	█	█	█															
Present Cases to Wyoming Team									█	█	█															
Discuss and Finalize Sourcing Strategy										█	█	█	█													
Sourcing Execution Process for All Three Areas											█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
MOT Finalization and Area Wrap-Up																						█	█	█	█	█
Overall Engagement Wrap-Up																										█

WYOMING STRATEGIC SOURCING INITIATIVE

HURON ENGAGEMENT APPROACH

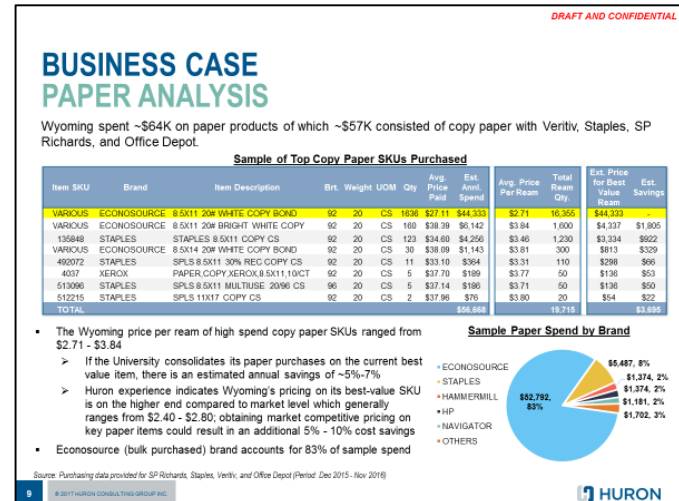
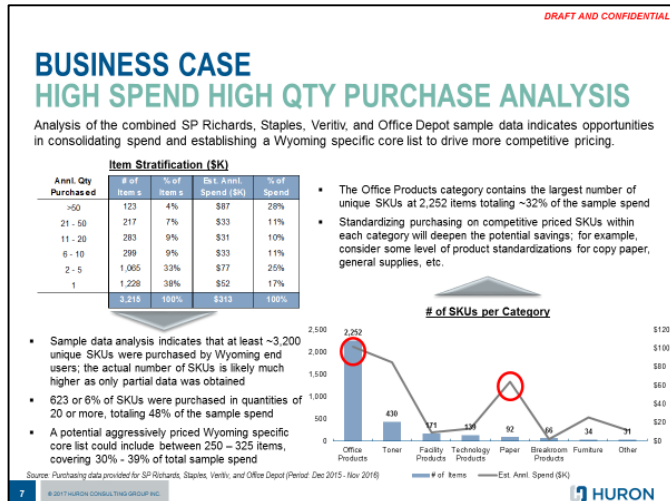
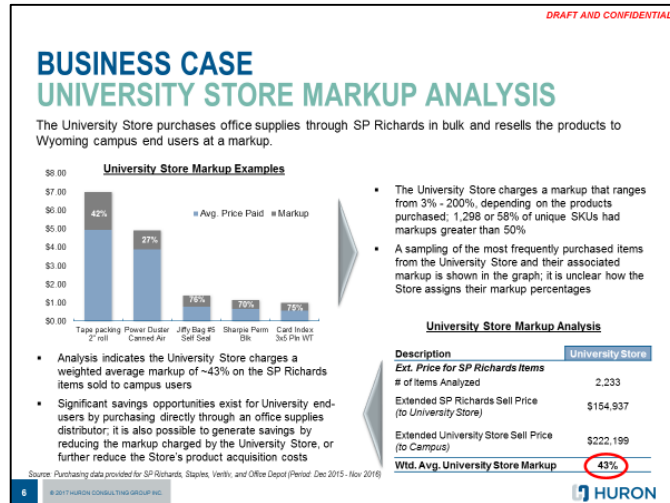
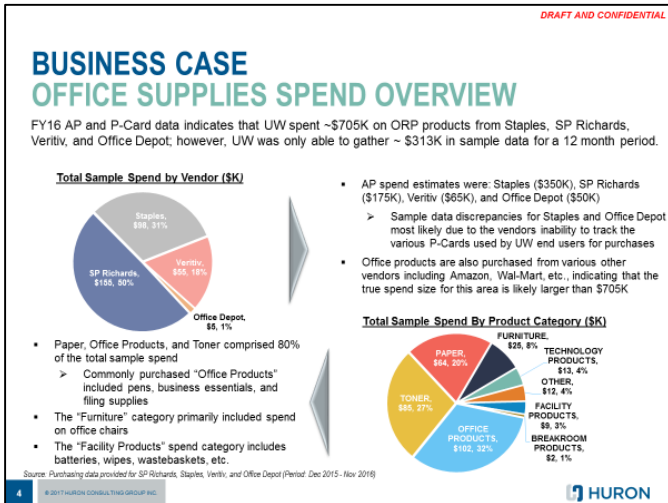
Huron collaboratively worked with the Wyoming Procurement team and area key stakeholders throughout the sourcing initiative from data gathering, interviews, the RFP process, to business terms finalization.

- Gathered supplier detailed transactional usage data from the following key vendors:
 - **Scientific Supplies:** Fisher (\$2.1M), VWR (\$800K)
 - **Office Supplies:** Staples (\$350K), SP Richards (\$175K), Quill (\$65K), Office Depot (\$50K)
 - **Desktops/Laptops:** Dell (\$2M), Apple (\$1.7M), HP (\$260K)
- Conducted 20+ interviews and town hall sessions with 40+ UW stakeholders regarding input and concerns on all three target sourcing categories
- Analyzed supplier data and benchmarked pricing/discounts against Huron's previous experiences to identify savings and developed the business case for sourcing execution
- Huron business case estimated first year savings opportunities are as follows:
 - **Scientific Supplies:** \$215K - \$355K
 - **Office Supplies:** \$120K - \$195K
 - **Desktops/Laptops:** \$80K - \$175K
- Huron then facilitated and supported the sourcing execution process including RFP development, proposal response analysis and comparison, negotiation support, strategy guidance, memorandum of terms development, as well as pricing, discounts, and business terms finalization

WYOMING STRATEGIC SOURCING INITIATIVE

EXAMPLE BUSINESS CASE ANALYSIS (1 OF 3)

Sample data analysis and business case findings slides for the University of Wyoming's office related products category are included below:



WYOMING STRATEGIC SOURCING INITIATIVE

EXAMPLE BUSINESS CASE ANALYSIS (2 OF 3)

Sample data analysis and business case findings slides for the University of Wyoming's computer desktops and laptops category are included below:

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PERSPECTIVES INDUSTRY AND WYOMING

The personal computer market is a highly competitive landscape. Spend within higher education is typically concentrated among a few vendors.

Industry Overview

- The PC market has consolidated by way of mergers and acquisitions.
 - Dell, HP, and Lenovo are the major manufacturers in the market
 - Vendors place high value on long-term preferred / primary status contract relationships
 - Desktops and laptops can also be purchased through IT distributors such as CDW-G and GovConnection
 - Typical PC lifecycles span 3 to 5 years
- Pricing for computer products is driven by several key factors
 - Standardization: standard configurations can provide deep discounts to universities
 - Product configuration and customization: premium pricing for component upgrades
 - Volume: buying in bulk provides leverage in pricing negotiations
- Apple, a higher cost option compared to PCs, has seen an increase in end user preference on college campuses, especially for their iPad line of products.

Wyoming Perspective

- Dell has been the University of Wyoming's unofficial preferred desktops, laptops, and peripherals vendor for many years now
- UW IT has established a current list of Dell computer standards for desktops and laptops that is available via the UW Dell Premier page
 - Utilization of standard desktop and laptop models is encouraged; however, it is not mandated; Standards: 3 desktops and 3 laptops
- End users are also able to purchase non-Dell machines such as Apple, HP, Lenovo, etc.; the majority of end users purchase Dell and Apple computers
 - Apple computers are available to campus through the University Store
- Dell currently provides UW IT with a 3.5% rebate. The rebate is currently used to partially fund 2 UW FTEs in the IT support shop
- Most end-users rely on UW IT to help identify the appropriate computer to purchase based on their needs / requirements
- Refresh cycles are usually determined by IT and individual departments, but typically have around a 3-4 year refresh cycle before a machine is replaced

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BUSINESS CASE SPEND OVERVIEW

FY16 AP and P-Card data indicates that UW spent ~\$3.9M on Computer products from Apple, Dell, HP, and Lenovo; UW was able to gather ~\$2.1M in sample data for a 12 month period from these vendors.

Total Sample Spend by Vendor (\$K)

- AP spend estimates were: Dell (\$2M), Apple (\$1.7M total spend - University only spend was unclear), HP (\$259K), and Lenovo (\$20K)
- Dell and HP combined consist of 80% of the sample spend indicating high preference for PC based products
- The \$407K of Apple spend in the pie chart represents University purchases only and does not include student spend through the University Store

Total Sample Spend By Product Category (\$K)

- Desktops, Laptops, and Enterprise Systems were the largest product categories, comprising 73% of the total sample spend
 - "Enterprise Systems" spend category includes servers and networking management devices
- The "Peripherals" category primarily included spend on monitors, headphones, adapters, etc.
- All tablets were purchased from Apple with a total spend of ~\$62K

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BUSINESS CASE MONITOR ANALYSIS

Spend on monitors accounted for 40% of total IT peripheral sample spend, with the majority of purchases comprising of Dell 23" and 24" displays.

Monitors - Qty Purchased by Base Model

Monitor Est. Annl. Spend = \$121K

Model	Qty Purchased	Est. Annl. Spend (\$K)
Dell 23 Monitor - P2317H	126	\$189
Dell 23 Monitor - P2314H	80	\$116
Dell 23 Monitor - E2316H	20	\$133
Dell 23 Touch Monitor - P2314T	13	\$322
HP E Ink Display - S2307M	42	\$295
Dell 24 Monitor - P2417H	83	\$121
Dell 24 Monitor - P2414H	80	\$121
Dell UltraSharp - U2417H	10	\$121
Dell Monitor - P2714H	8	\$121
Dell 27 Monitor - P2714H	8	\$121
Others (19)	54	\$121

- A total of 516 monitors were purchased from Dell, Apple, and HP; Dell comprised of 416 or 90% of the volume purchased and \$101K or 84% of the monitor sample spend
- Other common sources for monitors are IT peripherals distributors such as CDW-G and GovConnection
- The top 5 most popular models accounted for 73% of the total monitor sample spend
- End users bought 28 unique monitor SKUs during the one year sample period
- UW standard models purchased: P2317H (126), P2417H (83), U2417H (10), and P2017H (0); Combined, the standards totaled ~\$46K or 38% of the sample monitor spend and 219 or 42% of the total volume purchased

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BUSINESS CASE PRICING COMPETITIVENESS

While UW's Dell pricing is generally competitive for non-standard purchases, the University can further realize savings by negotiating deeper discounts on standardized desktop and laptop bundles.

Dell Desktop Wtd. Avg. Discount (\$K)

Model	Wtd. Avg. Discount (%)
OPTIPLEX 7040	54%
OPTIPLEX 9020	43%
OPTIPLEX 7440 AIO	32%
OPTIPLEX 3040	32%

Dell Laptop Wtd. Avg. Disc. - Est. Annl. Spend > \$10K (\$K)

Model	Wtd. Avg. Discount (%)
Latitude E5670	43%
Latitude E6440	36%
Latitude 3570	34%
Latitude E5470	43%
Precision 5510	37%
Latitude E6540	42%

- The UW OptiPlex weighted average discount received ranged between 32% - 54%
- OptiPlex 7440 AIO and 3040 each had an annual spend of less than \$15K
- The incremental pricing opportunity for Dell desktops ranges between 4% - 9%
- The Latitude weighted average discount received ranged between 30% - 43%
- The incremental pricing opportunity for Dell laptops ranges between 5% - 10%

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WYOMING STRATEGIC SOURCING INITIATIVE

EXAMPLE BUSINESS CASE ANALYSIS (3 OF 3)

Sample data analysis and business case findings slides for the University of Wyoming's scientific supplies and stockroom operations category are included below:

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SCIENTIFIC SUPPLIES PURCHASE ANALYSIS

AREA SPEND OVERVIEW

FY16 AP and P-Card data indicates that UW spent ~\$3.2M on scientific supplies through Fisher, Sigma-Aldrich, and VWR; UW was able to gather ~\$1.6M in sample transactional data from these vendors for a more recent 12-mos. period.

Supplier	P-Card Spend	Voucher Spend	Total FY16 Spend
Fisher	\$435	\$1,714	\$2,149
VWR	\$310	\$488	\$797
SigmaAldrich	\$227		\$227
Total	\$971	\$2,202	\$3,173

Supplier	Est. Spend	% of Spend
Fisher	\$843	52%
VWR	\$578	39%
SigmaAldrich	\$194	12%
Total	\$1,615	100%

- Individual purchases on P-Cards are likely not all included in the sample data due to potential data tracking lost

Sample Supplier Transactional Data - Category Spend

- Thermo Fisher Scientific is the highest spend general scientific supplies and equipment vendor for the University of Wyoming at ~\$2.1M annually - this spend number does include spend on Thermo Scientific product divisions in addition to Fisher Scientific
- Analysis indicates that while most general supplies are purchased through Fisher and VWR, a large portion of chemicals are purchased through Sigma-Aldrich which offers higher purity and custom blend products

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Sigma sample data FY 2016
VWR sample data FY 2016

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SCIENTIFIC SUPPLIES PURCHASE ANALYSIS

FISHER: BENCHMARKING ANALYSIS

Benchmarking analysis against Huron's Higher Ed experiences indicates that opportunities exist for Wyoming to achieve cost savings through pricing and discount improvements.

Benchmarking indicates that Wyoming's current pricing are anywhere between 5% to 50%+ higher than Huron experiences at other universities and colleges

These findings are not surprising as there is no current university-wide contracts in place with Fisher and end users frequently paid non-discounted list prices

Manufacturer / Item #	Item Description	UOM	Qty	Wyo. Unit Price	Huron Experience
DFH234	HEXANES ACS 4L	CS	2	\$241.63	\$20 - \$53
63815478-4B	RIFET DROSIS BR/250PK	CS	5	\$80.00	\$20 - \$25
61-257-4B	NA 250A COLLEP/PL/PC/1 GALLON	GA	4	\$22.00	\$60 - \$64
V64	WATER LOGS OPTIM-4L	CS	1	\$311.66	\$102 - \$130
TF112-1000-FS	1000LL PL TR TP/STR/960PK	PK	3	\$99.52	\$45 - \$60
FA184-10-FS	1000LL PL TR TP/STR/960PK	CS	1	\$144.36	\$66 - \$83
PH10	GLY METR DMS/PC COLT M100PK	CS	2	\$82.04	\$60 - \$70
609-025-FS	MDT H63 TSM/INT/500MM/ACT	PK	5	\$32.76	\$7 - \$10
63014-678-6B	RIFET DROSIS BR/250PK	CS	2	\$69.00	\$20 - \$25
L-912	GLY EDMA/ME NTRL P/LG-100PK	CS	2	\$143.28	\$65 - \$70
TF112-1000-FS	1000LL PL TR TP/STR/960PK	PK	1	\$22.76	\$45 - \$60
FA184-10-FS	1000LL PL TR TP/STR/960PK	PK	1	\$141.45	\$47 - \$53

CDC #	Category Description	UW Total	Wyo. Avg. Discount	Huron Experience
16	Apparatus & Supplies	\$24,495	54%	62%-65%
14	Apparatus & Supplies	\$17,480	25%	30% - 30%
18	Apparatus & Supplies	\$15,702	32%	34% - 50%
21	Apparatus & Supplies	\$14,960	41%	26% - 70%
30	Fisherbrand Hi Vol Consumables - 1	\$13,563	42%	50% - 70%
32	Coming Sld. & AA Lint	\$8,170	30%	30% - 50%
31	Fisherbrand Hi Vol Consumables - 2	\$6,705	44%	41% - 70%
20	Apparatus & Supplies	\$6,210	39%	32% - 61%
104	Solvents HPLC (purty)	\$5,550	76%	63% - 85%
101	Solvents ACS	\$5,402	84%	50% - 85%
177	Safety, Safety Cont Products	\$4,997	39%	33% - 55%
5	Fisher Apparatus & Supplies	\$4,586	36%	30% - 43%

Fisher contract category benchmarking indicates opportunities to obtain more competitive general discounts and savings, especially for Wyoming's high spend categories

© 2017 HURON CONSULTING GROUP INC. Fisher sample data Dec 15 - Nov 16

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SCIENTIFIC SUPPLIES PURCHASE PROCESS

SUGGESTED FUTURE PURCHASING PROCESS

Leveraging the Oracle Procurement Cloud eProcurement system, targeted to go live on July 1, 2017, and select Stockroom and RMMC services realignment would streamline and automate some processes for better compliance.

Dept. Customers

- Order through Procurement Cloud from various vendors (contracted)
- Order through Chem Stockroom
- Reduce vendor direct P-Card usage

Chem Stockroom

- Inventories ordered through Procurement Cloud (if applicable)
- Stop accepting P-Card from departments as form of payment
- Reduce stock of sensitive chemicals

RMMC

- Order chemicals for departments
- Pickup chemicals from receiving
- Central receiving point for chemicals / substances that need to be tracked
- Process barcode, enter into EH&S / Chemical Inventory System
- Safely deliver sensitive chemical products to departments / stockroom
- Deliver from stockroom to departments as applicable
- Handle hazardous waste disposal

Future Procurement Cloud Ordering Process Workflow

EH&S Review

Name or Keyword	CAS	Approved	Notify	Note
Explosive		x	Keyword	
Radioactive		x	Keyword	
Radioactive		x	Keyword	
Hexachlorocyclopentadiene	108-02-6	x	Hexachloro Chemical	
Hexachlorocyclopentadiene	108-02-6	x	Hexachloro Chemical	
Hexachlorocyclopentadiene	108-02-6	x	Hexachloro Chemical	
Hexachlorocyclopentadiene	108-02-6	x	Hexachloro Chemical	
Hexachlorocyclopentadiene	108-02-6	x	Hexachloro Chemical	

RMMC should discontinue ordering chemicals for end users and instead refocus services on receiving, processing, inventorying, and safely delivering hazardous chemicals to end users compliantly; RMMC staffing level and mix will need to be reviewed / augmented to succeed in this new model

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SCIENTIFIC SUPPLIES PURCHASE PROCESS

PURCHASE / DELIVERY PROCESS - TARGET

With the implementation of appropriate systems, streamlined processes, and clear designation of roles and responsibilities, Wyoming will be able to reduce risk, become compliant, and increase customer service satisfaction.

Target Future State Scientific Supplies / Chemicals Purchasing and Delivery Process

- Consistent, competitive and contract compliant pricing from contract vendors ordered through Procurement Cloud
- EH&S will be notified of / approved the flagged haz mat products during the ordering process; these will then be shipped directly to RMMC, bypassing Central Receiving
- All haz mat products will be centrally received in RMMC for process, entry into Chem. Inventory Mgmt. System, barcode, before delivery to end users / Chem Stockroom
- Chem Stockroom should limit quantity of haz mat stocked; RMMC can then deliver haz mat chemicals once per day and only to necessary buildings on campus
- UW will need to invest in a Chemical Inventory Mgmt. System for cradle-to-grave haz mat tracking whether homegrown or purchased

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WYOMING STRATEGIC SOURCING INITIATIVE

SUMMARY OF SAVINGS ACHIEVED

The sourcing execution for the 3 focus areas has achieved an estimated total first year savings of ~\$1,084K and three-year savings of ~\$2,702K, exceeding the original business case savings estimation.

Category	Office Supplies	Laptop/Desktops	Scientific Supplies	Total 3 Areas Sourcing Savings Achieved
Est. Annual Spend	\$705K+	\$965K+	\$3,175K+	\$4,845K+
Est. Annl. Recurring Savings	\$161,700	\$108,600	\$538,770	\$809,070
Annl. Recurring Savings %	~ 23%	~11% savings at 55% standard models adoption	~ 16%	~ 15%
Signing Incentive	\$200,000	NA	\$75,000	\$275,000
Est. Total Year 1 Savings + Signing Bonus	\$361,700	\$108,600	\$613,770	\$1,084,070
Est. Total 3-Year Contract Savings	\$685,100	\$325,800	\$1,691,310	\$2,702,210

- Based on the success of these sourcing initiatives, the University of Wyoming has further engaged Huron for another strategic sourcing initiative for the maintenance, repair, and operations (MRO) supplies area

UW Academic Affairs

Efficiencies
June 28, 2017



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UW Efforts Towards Increasing Efficiency

- Changes in Teaching Load Expectations
- Academic Program Review
- Reorganization and Duplication of Effort
- Educational Efficiencies through Community College Transfers



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Teaching Workload Expectations

Time and Effort:

Instruction – Organized Classes

3 + 2 Load (62.5% of Overall Workload)

- 2 semesters x 40 hrs/week = 80 hrs
- 5 x 3 hrs/course = 15 hrs
- 5 x 3 x 2-3 hrs = 25 - 45 hrs
- 3 x 5 = 15 hrs
- 55 – 75 hrs
- **27 – 37 hrs/week***
- **ca. < 70% to > 90% of a 40 hour week***
- 9 month academic year
- Time in class
- Preparation and Grading*
- Office hours
- Total
- Hours/week
- New workload assumes 62.5%

These are minimums. New courses, new pedagogical approaches, field and lab courses – add many extra hours



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Academic Program Review

- 56 programs with low enrollment underwent Program Review in Academic Year 2016-17, with low enrollment defined as:
 - Undergraduate programs with less than 50 graduates total from 2010-2015;
 - Masters programs with less than 25 total graduates from 2010-15;
 - Dean's request



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Academic Program Review: Results

- In the Spring, 12 of the 56 programs were evaluated for possible elimination. Results were:
 - Elimination of 5 of the 12 programs under review, impacting 17 current students
 - Restructuring of one administrative unit, the Science and Mathematics Teaching Center
 - One-year abeyance for 2 programs
 - Major modification / improvement recommendations with a 3-year time horizon for 4 programs
- In addition, as a result of reviews, the Colleges of Arts and Sciences and Education underwent major restructuring to consolidate departments to reduce administrative costs.



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Reorganization of Academic Affairs

- Reduced \$500K
- Combined effort for enrollment services
- Combined effort for IT/Video Conference services to IT
- Combined effort of Marketing/Communications
- Reduction in personnel (n=13 FTE)
- Streamlined administrative functions for:
 - Enrollment Management
 - International Programs
 - Graduate Education



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Effects of AA reorganization

Reducing Inefficiencies by Creating Synergies

Enrollment Management

+2 FTE Outreach Registration & Summer School ; +1 Degree Analyst

Institutional Marketing

+ 2 FTE Student Resources & Digital Marketing; + 2 UW TV

Institute for Innovation in Instruction & Assessment

Establish institute to transform educational experiences for ALL students through faculty innovation centers
7 FTE from OCP + 1 FTE Assessment + ECTL

Outreach School

Information Technology

+ 5 FTE from Outreach Technology Services

Office of Global Engagement

Establish autonomous unit to include functions of IPO, ISS, ELC, plus
+ 1FTE Ambassador & Events Coordination

Office of the Provost Business Office

+ 2 FTE for centralized accounting & budgets
+ 1 FTE for compliance & accreditation

UW-Casper & Regional Centers

Streamline & Restructure



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Reorganization - Bottom Line

- No net increase in administrative titles
- No net budget increase
- Recruitment of students strengthened:
 - Largest freshman class ever for fall 2017 at +13% with 1,730-1,750 expected students
 - Large transfer class for fall 2017 at +10% with 1,050 expected transfer students, both Laramie campus and distance education



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Educational Efficiencies through Community College Transfers to UW

- Result of 3 years of statewide UW-Wyoming Community College program articulation efforts:
 - 50 degrees/majors have undergone articulation with community colleges, covering more than 80% of all incoming students from Wyoming colleges.
 - In addition, UW has developed 4-year plans for all degrees/majors so that students who transfer from out of state or into a program without a formal articulation agreement will find credit transfer and course selection easier.
 - These initiatives have resulted in streamlining curriculum across the state and has reduced curriculum bloat.



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