

BUSINESS DAY

UPlan

October 26, 2023

 **University at Buffalo** The State University of New York



Agenda

- Budgeting vs. Accounting
- What is UPlan
- Budgeting at UB
- UPlan Project to Date
- UPlan Project Implementation Team
- Next Steps



Budgeting = The Future



Information Gathering
Modeling
Discussions
Decisions

UPLAN

vs. Accounting = The Past



Transaction Processing
Reporting
Analysis
Audit

SIRI

WHAT IS UPLAN



What's in it for my unit?



Fully integrated, all-funds budgeting, planning and forecasting system.



Consistent institutional data to support strategic decision-making.



Replaces and enhances current unit-based processes.

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Improve forecasting, reporting, and scenario planning using real-time common datasets

Ad-hoc reporting and information requests

Planning

providing a framework for achieving an objective

Budgeting

detailing how the financial aspects of a plan will be carried out

Forecasting

assessing current data and current conditions and then predicting impact on current budget

Scenario Planning

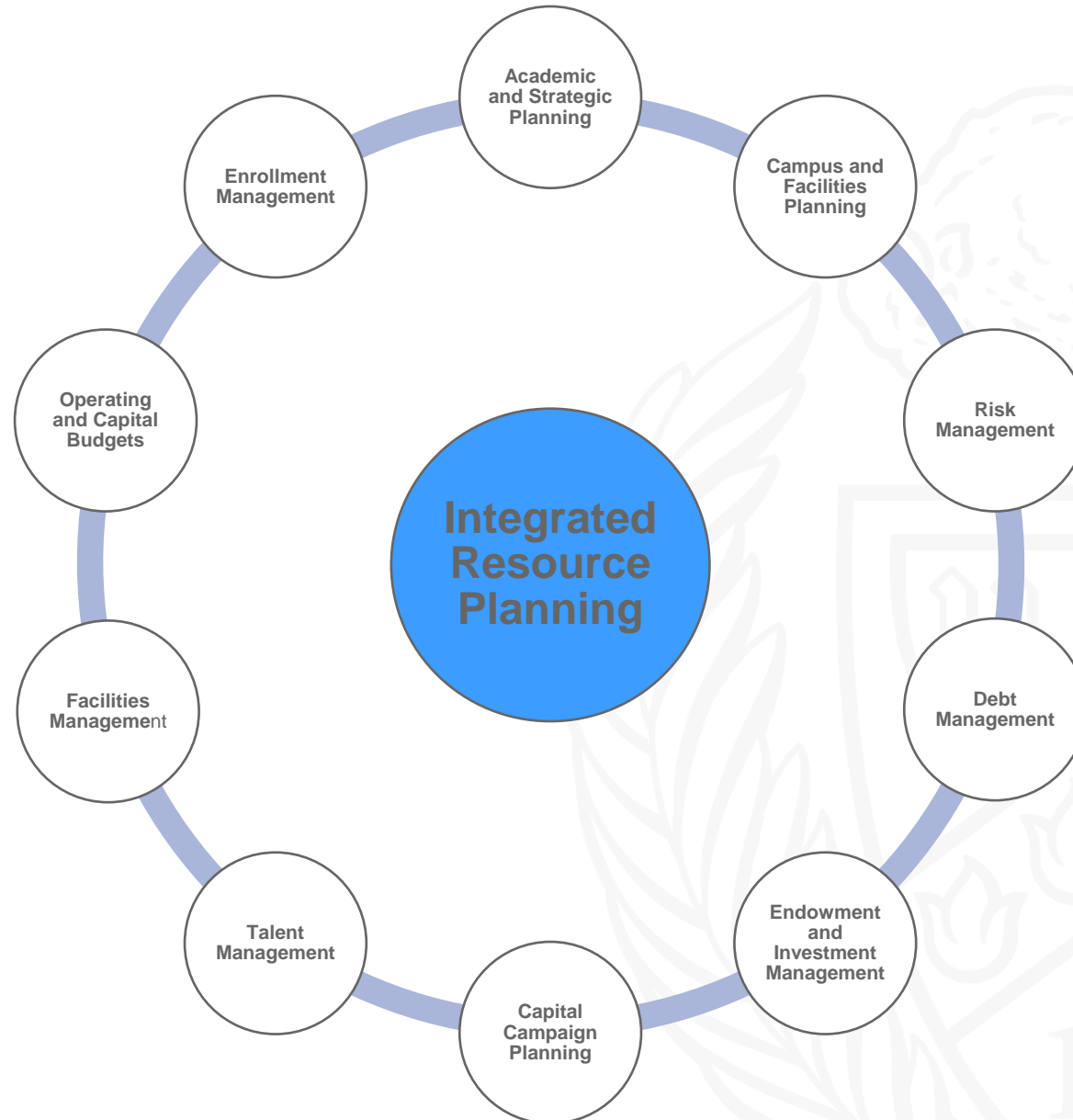
making assumptions about future events and assessing the impact on future budgets

BUDGETING AT UB

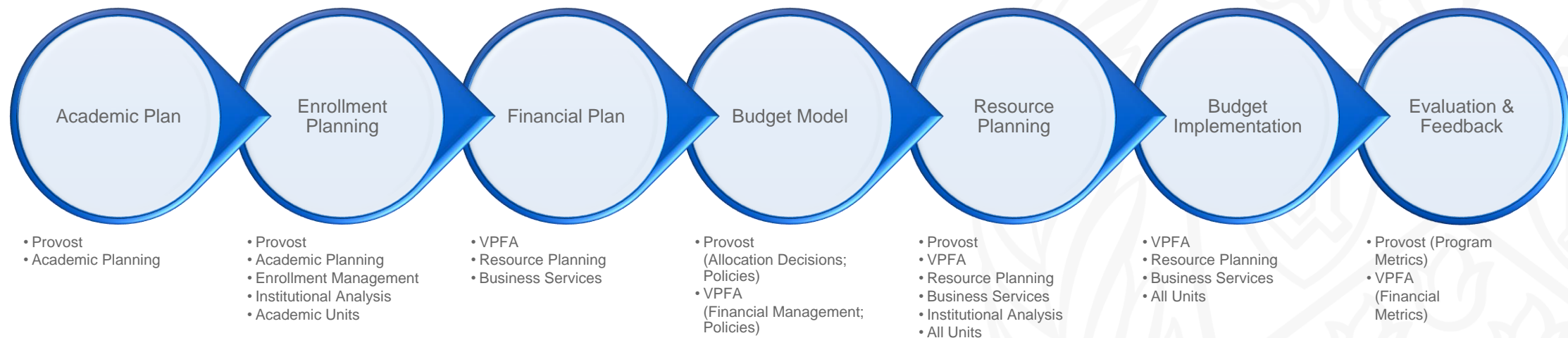


Best Practices Model: Integrated Resource Planning

- Comprehensive asset/liability management
- Integrative - single institutional point of view
- Long-term in nature
- Analyzes returns on investments
- Proactive
- Dynamic and scenario-based
- Transparent



ROLES AND RESPONSIBILITIES



UB Annual Resource Planning Process

August

- Prior year carry forward balances loaded in financial system
- Initial 5-Year Financial Plan and planning assumptions completed
- Budget Model solidified for following fiscal year

September -
December

- 5-Year Financial Plan updated
- Enrollment, tuition and fee plans solidified
- Hiring plans solidified
- Capital plans solidified

January -
June

- 5-Year Financial Plan updated
- Budget meetings
- Resource allocation decisions finalized and communicated to units
- Budgets Finalized

July

- Prior fiscal year closed
- New fiscal year budgets loaded in financial system

Budget Model: Guiding Principles

STRATEGIC

- We align incentives with our mission and with strategic behaviors.

PREDICTABILITY

- We build models that provide reliable foundations for planning.

FLEXIBILITY

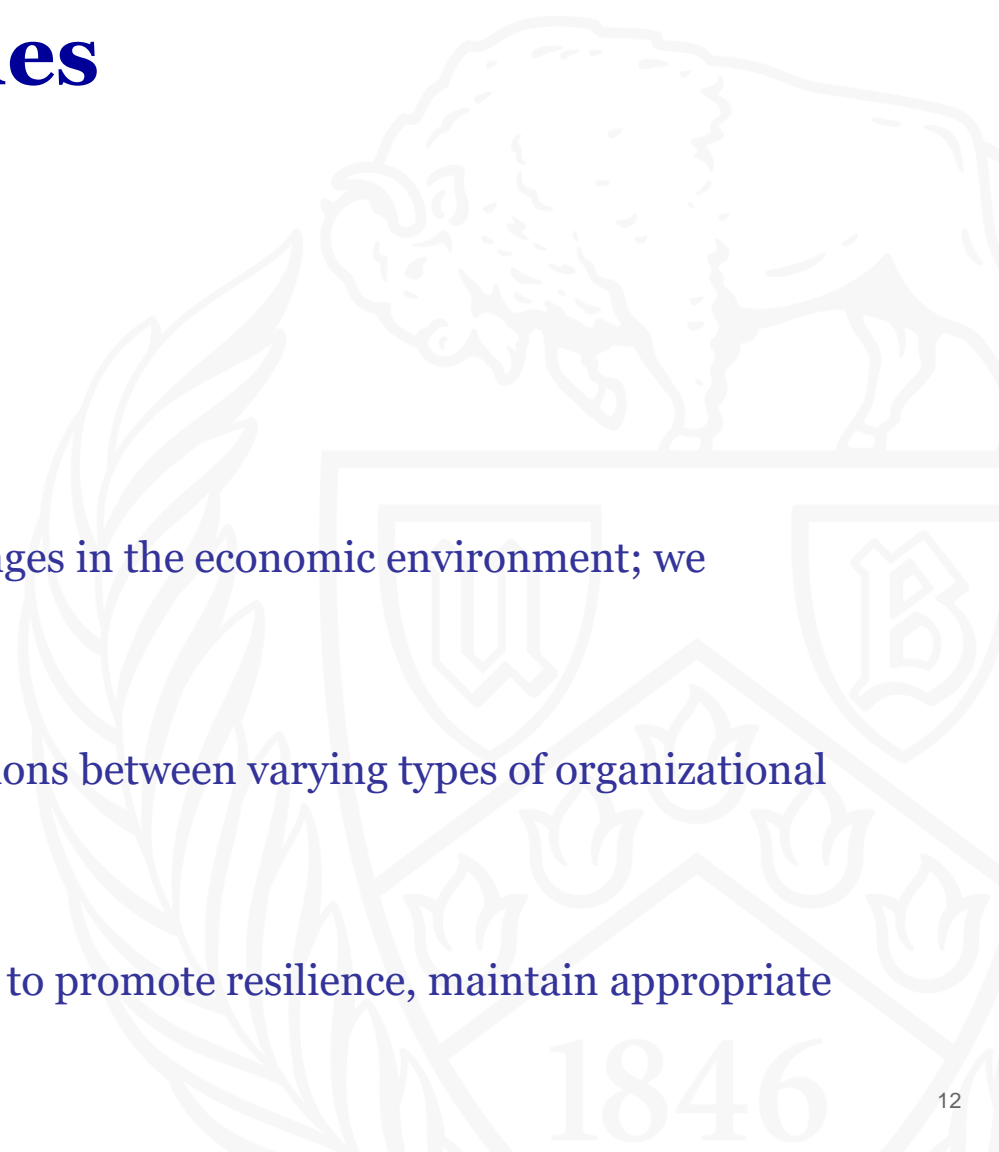
- We build planning models that anticipate and are responsive to changes in the economic environment; we incorporate appropriate risk management strategies.

INTEGRATION

- We consider the university as a whole and make intentional connections between varying types of organizational needs and priorities.

STEWARDSHIP

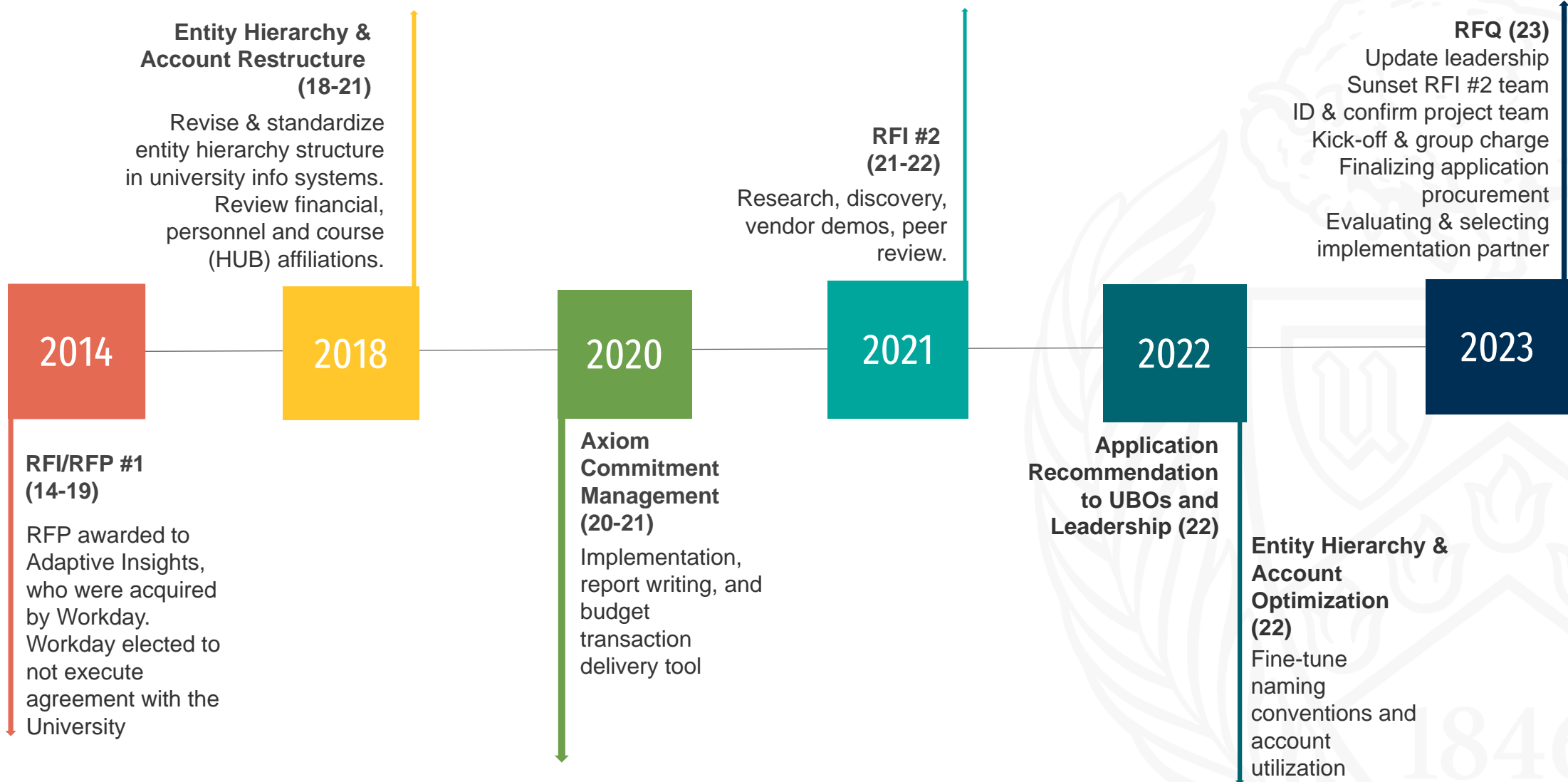
- We exercise prudence in managing our resources, diversify revenues to promote resilience, maintain appropriate reserves, and reward efficiency and effectiveness.



UPLAN PROJECT TO DATE

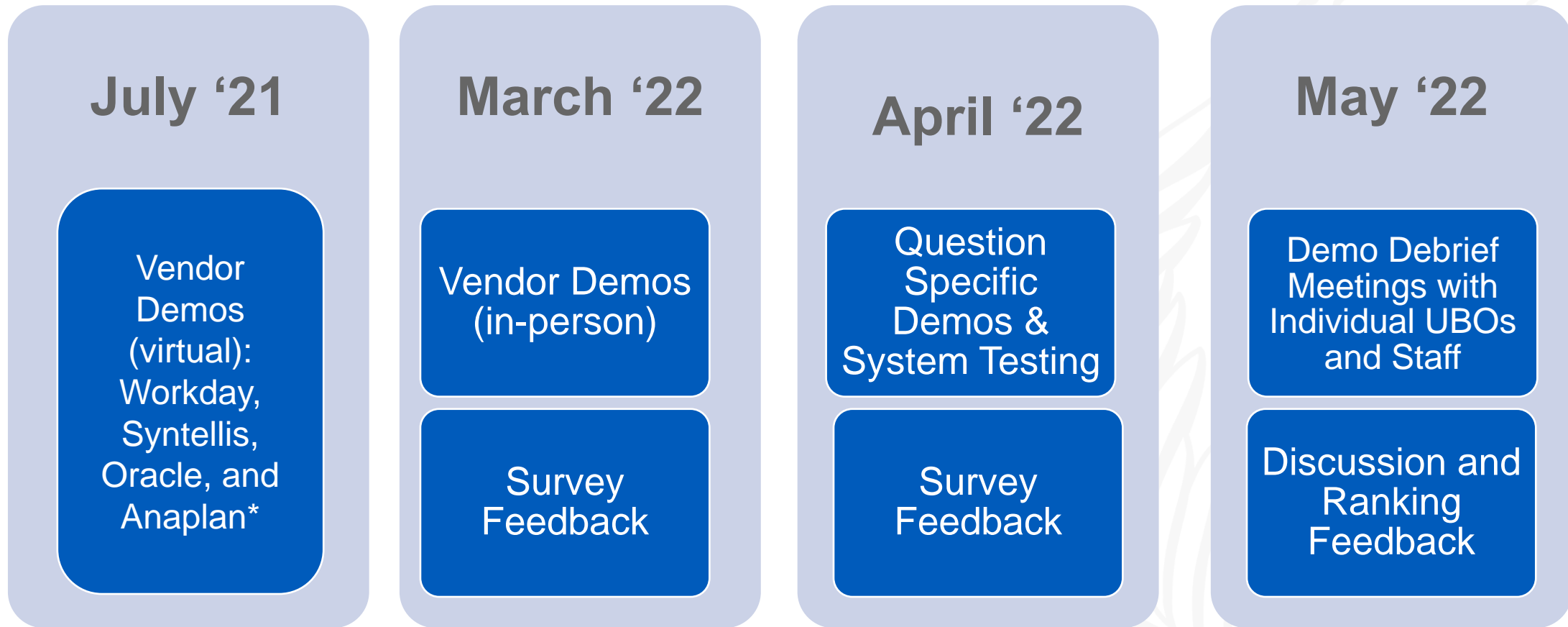


What's keeping us busy?





Vendor Functionality Evaluation Process



**Following the July 2021 virtual demos, Anaplan was eliminated from consideration.*

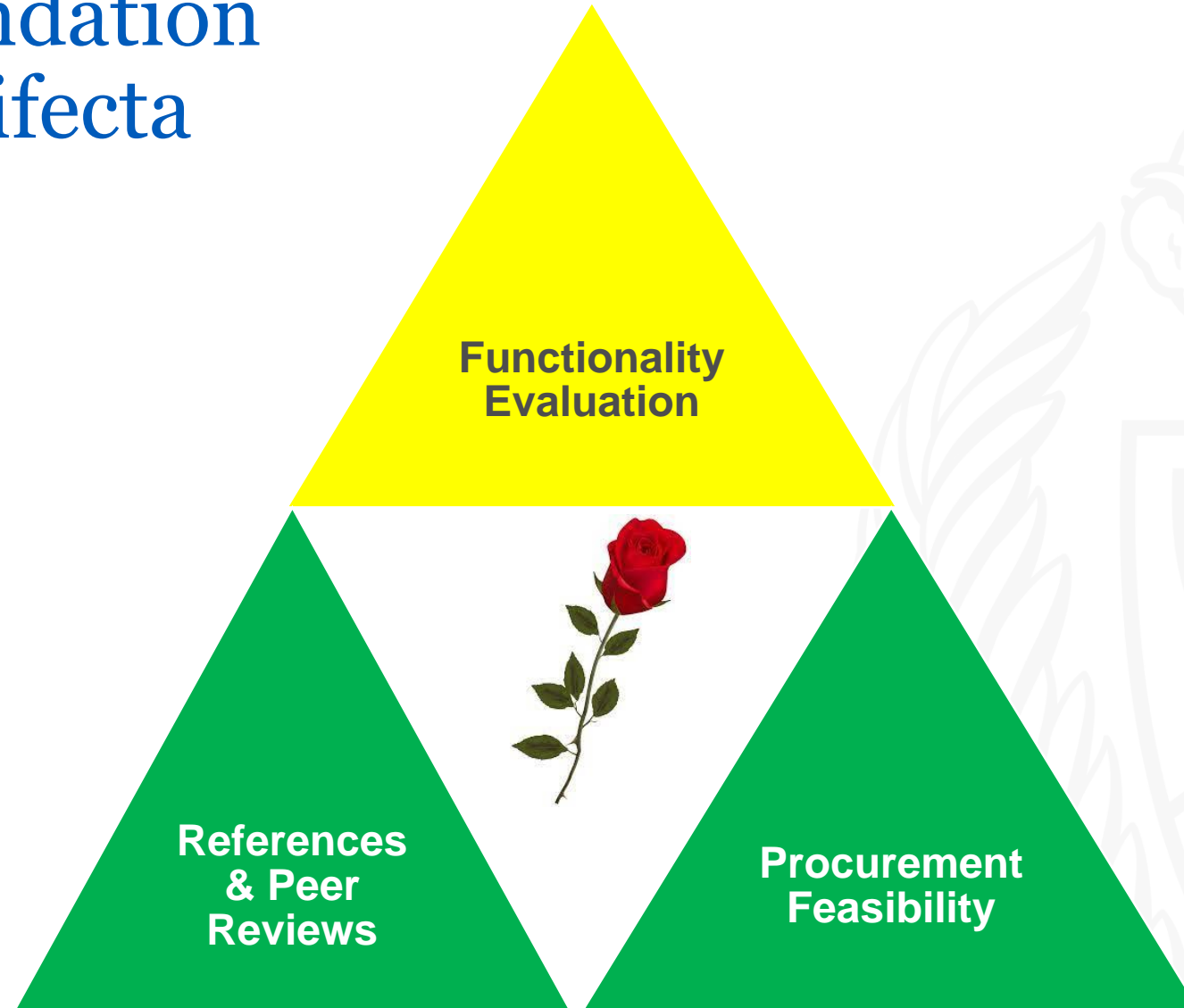


Thank You to UBO's and Decanal/Divisional Staff for Engaging in the Vendor Functionality Evaluation

- College of Arts and Sciences
- University Facilities
- Faculty Student Association
- Graduate School of Education
- Information Technology (CIO)
- School of Dental Medicine
- Student Life and Campus Living
- Jacobs School of Medicine and Biomedical Sciences
- Athletics

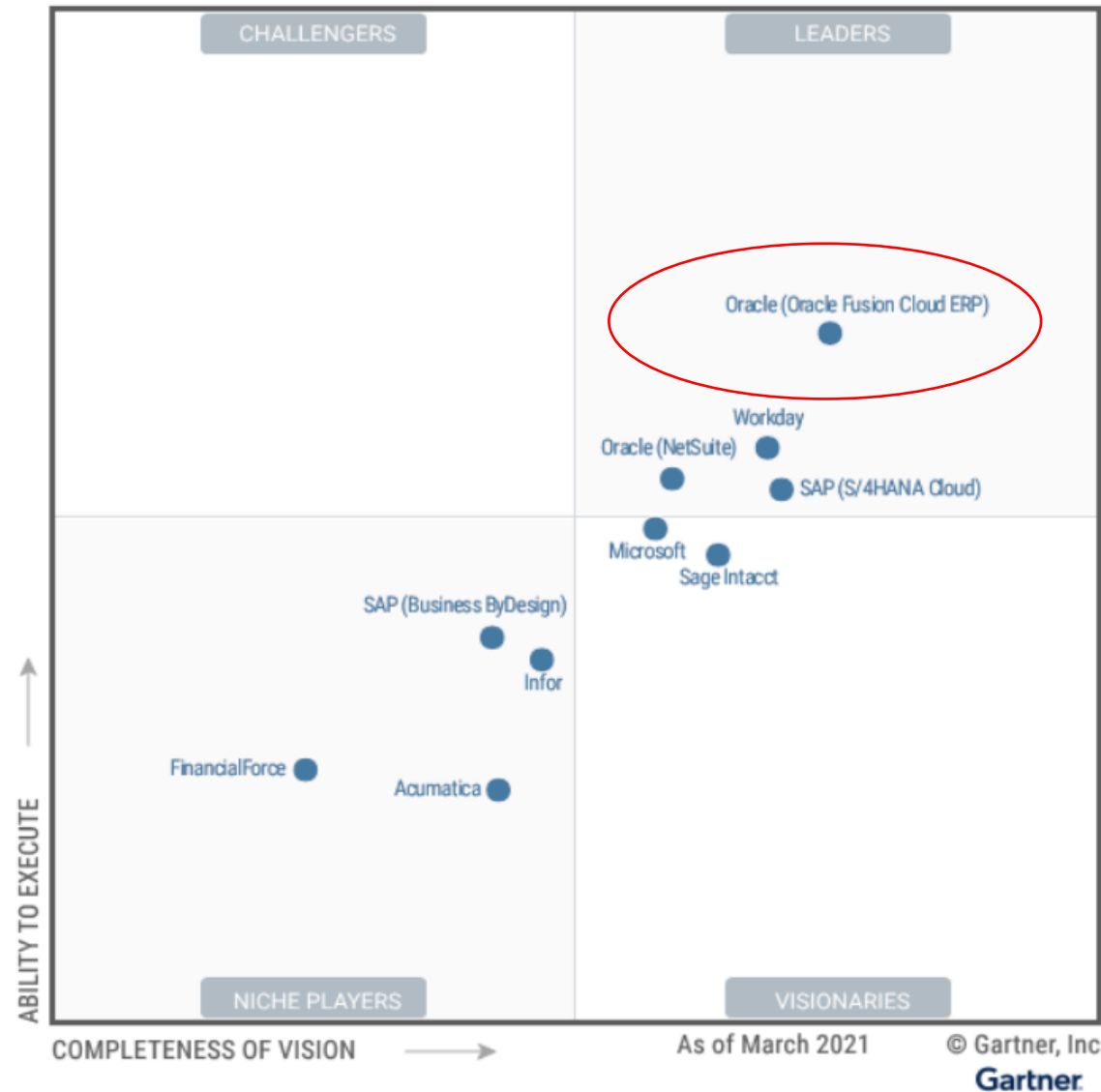


Recommendation Criteria Trifecta





References and Peer Reviews: Gartner's Magic Quadrant for Cloud Core Financial Management Suites for Midsize, Large and Global Enterprises



Source: Gartner (May 2021)

PROJECT TEAM



Project Team



Executive Sponsors

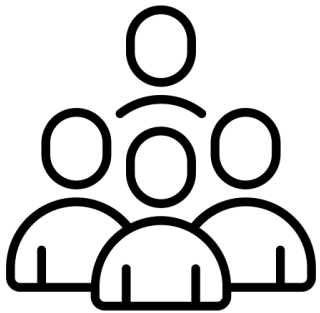
Scott Weber, Provost and Executive VP for Academic Affairs
Laura Hubbard, Vice President, Finance and Administration
Brice Bible, Vice President and Chief Information Officer



Initiative Owners

Beth Corry, Associate Vice President & Controller
Joseph Lewandowski, Director, Resource Planning

Project Team



Steering Committee

Co-Chairs:

- Beth Corry
- Joe Lewandowski

Committee Membership:

- **Jennifer Pesany**, Asst. VP Financial Mgmt.
- **Kelly Kenline**, Asst. VP IT Portfolio Mgmt.
- **Tyler Bauer**, Org. Change Mgmt. Specialist
- **Jerod Dahlgren**, Sr. Director of Issues Mgmt. & Internal Communications

Project Team:

- **Andrea Roy**, Project Coordination
- **Tom Okon**, Asst. VP, Business Reporting and Systems
- **Nancy Kielar**, Asst. VP/Chief of Staff CIO Finance
- **Peter DiNunzio**, Sr. Resource Analyst, Resource Planning
- **Debra Lowe**, Asst. Dean & Director of Finance, School of Mgmt.
- **Zack Root**, Financial Analyst, Financial Management
- **Beth Rogan**, Director of Finance, VPSL Office
- **Heidi Waddy**, Project Admin



Subject Matter Experts

UBF, UBOs and unit finance directors, SPS, Financial Management, Resource Planning, Business Reporting and Systems, Facilities, OIA, UBIT, Information Security Officer, HR (Workforce Planning), Policy, Compliance and Audit Staff



Change Network

Representatives from every administrative and decanal unit.

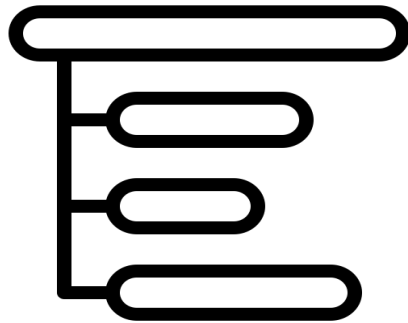
NEXT STEPS



Unit/UB Review Level of Readiness

3 levels of Readiness – On Track, Monitoring or At Risk

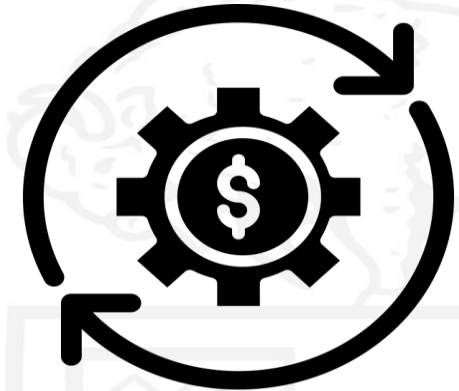
Timeline – ASAP, continuous as needed



Entity Hierarchy



Chart of Accounts

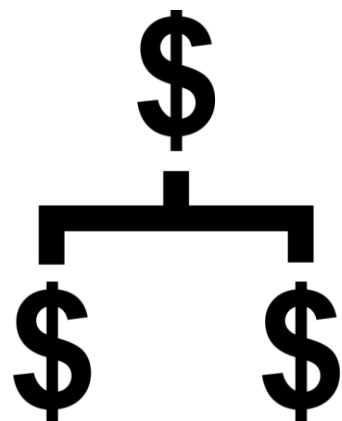


Budget Process Transformation

Unit/UB Review Level of Readiness

3 levels of Readiness – On Track, Monitoring or At Risk

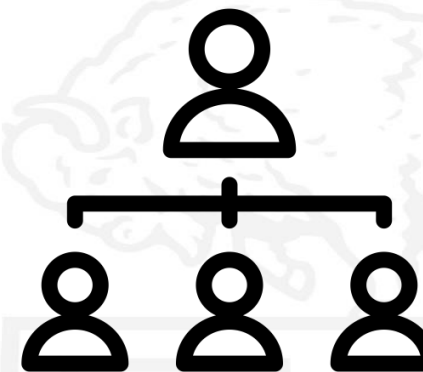
Timeline – ASAP, continuous as needed



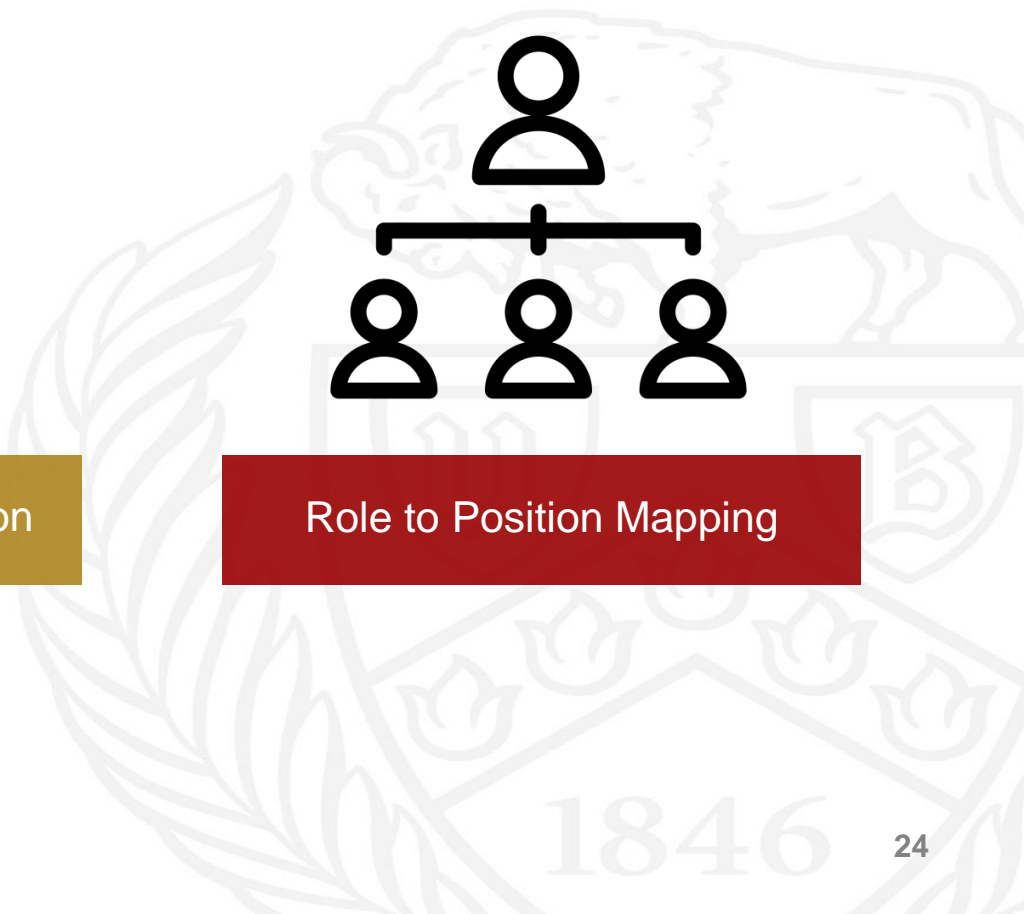
Level of Budgeting



Budget Tools Transformation

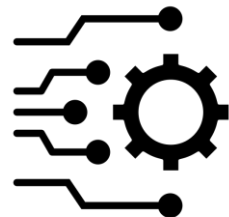


Role to Position Mapping

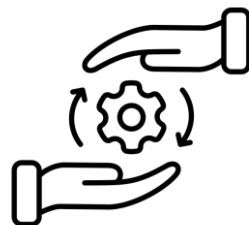




Meeting with Deans/VPs
– Fall 2023



System/Implementor
selection, design, build,
testing, training –
Summer 2023-2024



Change Management
Strategy – Fall 2023,
continuous as needed



Communication Strategy
– Fall 2023 through
completion

In summary, UPlan is a university initiative to develop a fully integrated, all funds budgeting, planning and forecasting system.

This will:

1. Replace and enhance the varying unit-based processes currently in use.
2. Provide consistent data across the campus to support strategic decision-making.



Questions?



Please Share your feedback.

Take the Session Survey on your smart device using the QR Code on your schedule.