FINANCE & ADMINISTRATION

**Monthly Snapshot
July 2023**

Stony Brook University

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FINANCE & ADMINISTRATION

MISSION

Finance & Administration serves to support, fulfill and advance the mission of Stony Brook University by innovatively, prudently and collaboratively delivering financial and administrative services to the University community and constituents.

By leveraging our operational expertise and fostering a supportive yet practical framework, Finance & Administration will deliver dynamic high-quality services, timely and responsive solutions and judicious guidance in order to enable reliable outcomes that are rooted in transparency, accountability and stewardship.

FINANCE & ADMINISTRATION

GUIDING PRINCIPLES

CONTINUOUS IMPROVEMENT

Understand needs, develop forward-thinking solutions, and embody a culture that strives to continuously be better in each and everything we do.

COLLABORATION

Maintain an ethos that supports collaborative work to build better experiences, solve problems and deliver improvements.

DIVERSITY & INCLUSIVITY

Create a positive and productive environment where everyone brings themselves, as they are, to do their best work. Embrace new ideas, creative solutions and unique viewpoints for inclusive problem solving and decision making.

INTEGRITY

Be honest, dedicated and accountable for our wins and also for our losses. Establish trust by delivering guidance, instruction and decisions with transparency and clarity.

VISIONARY

Embody innovation and pursue ongoing growth as visionary leaders in order to implement smart solutions and best practices.

FINANCE & ADMINISTRATION

GOALS

1. Listen, understand and balance the University's dynamic needs. Match resources with priorities through a supportive operational model.

2. Operate in ways that promote transparency, sustainability, professionalism, stewardship and leadership.

3. Provide an economic, operating and technological framework where each unit can achieve its goals.

4. Ensure processes and systems provide meaningful data to units in order to empower informed, localized decision-making.

5. Treat all constituents with respect, civility and professionalism. Demonstrate ethical and financial integrity driven by a desire to improve customer satisfaction.

FINANCE & ADMINISTRATION

STRATEGIC DIRECTIONS

IT IS OUR HOPE that the 1,100+ employees within F&A will earnestly endeavor to utilize these strategic directions as navigational beacons to guide, direct and depend upon when making individual decisions in their work.

This overarching plan is supplemented with individual plans developed by each unit within F&A that incorporates their own unique strategies, tactics, measurable goals and operational metrics in support of their own area, as well as the University's mission and strategic endeavors both now and in the future.

STRATEGIC DIRECTIONS

1

Protect and enhance the University's assets, including financial, administrative, technological, and human capital.

Goals Addressed: 1, 2, 3

2

Achieve financial value for the University by collaborating and providing actionable data that allows partners to make sound financial decisions.

Goals Addressed: 2, 4, 5

3

Create operational frameworks that **support individual unit decision making.** Remain nimble and adaptive as priorities and resources change.

Goals Addressed: 1, 2, 3, 4

4

Use technology to improve services, systems and processes that are used by units to support strategies and objectives.

Goals Addressed: 3, 4, 5

5

Establish and maintain an environment with fluid processes that lead to efficient management and request fulfillment. **Deliver excellent service, provide value and lend operational support.**

Goals Addressed: 1, 2, 3, 4, 5

6

Acknowledge the skills and experiences that each of us bring to the workplace and **promote a learning-oriented culture that supports and elevates our talented F&A teammates** through opportunities for career development.

Goals Addressed: 2, 5

7

Keep sustainability at the forefront of decision making by increasing awareness and adoption of sustainable practices in daily business operations and technological infrastructures.

Goals Addressed: 2, 3

FINANCE & ADMINISTRATION

PROJECT LIST

Key projects and strategic initiatives from each of the areas which serve Finance & Administration.

Enterprise Resource Planning (ERP) Implementation
Project Manager: Tom Ballis
Estimated Completion: TBA

IMPACTED F&A AREAS: Budget, Financial Planning & Analysis, DoIT, Enterprise Risk Management, Finance, Human Resource Services
STATUS: ● Pre-Implementation Work

SCOPE:
Implement a new cloud-based Enterprise Resource Planning (ERP) system to support BFP&A, Finance and HR areas.

Modules to be implemented include Enterprise Data Management (EDM), Enterprise Performance Management (EPM), Finance and Human Capital Management (HCM).

STATUS:
- Vendor contract has been executed
- Implementation Partner has been selected
- Legal teams are in the final stages reviewing contract with Implementation Partner

RISKS:
- Budgeting this initiative
- Functional support and availability
- Staffing

PLANNED ACTIVITIES:
- Continue pre-implementation training
- Continue socializing initiative with campus leadership
- Establish governance structure for project
- Finalize contract with Implementation Partner and send to OSC for review
- Initial review of existing Chart of Accounts and reports being generated

IMPACTED F&A AREAS: DoIT
STATUS: ● Active

SCOPE:
Current platform will stop being supported in November 2023. This means no more community-based updates like bug fixes, new features, or security updates. This project will focus on upgrading to the next supported version of the platform.

This is not a content redesign.

STATUS:
- Website build continues
- Knowledge base articles will continue to live on the DoIT website

RISKS:
- Project resources are assigned to multiple projects; should another project get extended, the completion of this project could surpass the planned implementation

PLANNED ACTIVITIES:
- Team training and content creation
- Website build continues

Enterprise Service Management Implementation (ITSM)

Project Manager: Heather McLaughlin

Estimated Completion: August 2023

IMPACTED F&A AREAS: DoIT
STATUS: ● Active

SCOPE:
Migrating the current campus IT Service Management solution, Cherwell, to a new platform. This will be a rolling implementation with the first components to be put into production to include; Incidents as Service Requests, the Service Catalog, Network Infrastructure's billing process, and the End User Portal.

This project will stay open until the University implements the remaining components. The second tranche include; Knowledge Base, Asset Management, Problem Management, Project Portfolio, Reporting, and Enterprise Service Management (other department implementations).

STATUS:
- Go Live occurred on Friday, June 30, 2023
- A communication was sent to all West Campus faculty and staff notifying them of the project

RISKS:
- SBM IT has asked for a six month extension, the teams need to ensure that the style and experience is consistent across both ticketing systems

PLANNED ACTIVITIES:
- Close project

Time and Attendance System

Project Manager: John Passaro

Estimated Completion: December 2023

IMPACTED F&A AREAS: Human Resource Services, DoIT
STATUS: ● Active

SCOPE:
The new Time and Attendance Reporting System offers State and RF employees a modern, paperless approach to time reporting, benefiting all employees. Other enhancements include:
- Modern interface for time reporting activities
- Real-time visibility to accruals and time off balances
- Ability and empowerment for faculty and staff to report their own time
- Built-in compliance to rules, regulations and accrual policies

STATUS:
- Vendor assigned an Integration Specialist resource to project
- Working with Labor Relations to communicate timekeeping changes for union employees
- Working with the Change Management team on strategy and process for change management throughout the project
- Liaising with various departments on their timeclock needs
- Working with the vendor on development activities

RISKS:
- If any resources (functional or technical) are out for an extended period, it could impact the project timeline
- If the vendor does not secure an Integration Specialist in a timely manner, it may push the remaining project tasks out past their current due dates
- If more timeclocks are required over the current amount procured (25), the project team will have to put in a change request for more funding to purchase additional clocks

PLANNED ACTIVITIES:
- Prepare a second campus-wide communication
- Continue discussing the need for additional timeclocks and possibly purchase more
- Begin communicating timeclock usage to union representatives
- Continue scheduling and conducting integration meetings
- Continue system development discussions

FTC Safeguards and Two-Factor Authentication
Project Manager: John Passaro
Estimated Completion: June 2023

IMPACTED F&A AREAS: DoIT, Financial Aid
STATUS: ● Completed - Closing Procedures Started

SCOPE:
The FTC Safeguards Rule was put into effect to ensure that entities covered by the rule maintain safeguards to protect the security of customer information. In addition, two-factor authentication will be implemented on the in-scope systems, where applicable.

This project will ensure the security and confidentiality of customer information, protect against anticipated threats or hazards to the security or integrity of that information, and protect against unauthorized access to that information which could result in substantial harm or inconvenience to any customer.

STATUS:
- The team implemented hard disk encryption, in OnBase, for the Financial Aid department (in production)
- Implemented two-factor authentication in the FSCM PeopleSoft Production environment
- Began program closure processesenvironment

RISKS:
- All in-scope systems have been updated to comply with FTC Safeguard standards before the deadline date, so there are no current risks identified

PLANNED ACTIVITIES:
- Implement hard disk encryption for remaining OnBase departments (not in-scope for this program; however, it will help secure the OnBase system as a whole
- Finalize program closure processes and formally close out the program

HR Now Modernization Initiative
Project Manager: TBA
Estimated Completion: TBA

IMPACTED F&A AREAS: Human Resource Services
STATUS: ● Active

SCOPE:
Collaborative campus initiative aimed at enhancing the employee experience and positioning the University for future success through expanded HR services, enhanced systems, and delivery of HR services across the campus.

STATUS:
- Started implementation phase which involves socializing recommended projects/programs to impacted stakeholders
- Met with HR Business Partners (HRBP) to discuss new distributed services/HRBP model and review anticipated duties and responsibilities
- Actualizing projects in order of practicability, creating various working groups to begin socializing and implementing recommendations.
- Presented project updates to the Cabinet, the Deans and the Senior Academic Administration

RISKS:
- Need for additional resources to support training and engagement programming

PLANNED ACTIVITIES:
- In the coming weeks we will be finalizing implementation plans and teams, and formally launching the implementation stage where detailed plans for finalizing and rolling out changes will be completed
- More information on these next steps will be communicated soon

Construction Project Management System

Project Manager: Jim Gonzalez

Estimated Completion: TBA

IMPACTED F&A AREAS: Facilities & Services, DoIT
STATUS: ● Active

SCOPE:
Purchase and implement a construction project management software that will be used by Campus Planning, Design & Construction. Currently, six separate systems are used to track CPDC projects; all historical data will be merged and aggregated into one new software platform.

STATUS:
- Rating sheets have been submitted to Procurement

RISKS:
- n/a

PLANNED ACTIVITIES:
- Announce vendor selection

Irrigation Controller Upgrade

Project Manager: Greg Monaco
Estimated Completion: July 2023

IMPACTED F&A AREAS: Facilities & Services
STATUS: ● Active

SCOPE:
Upgrade all campus irrigation controllers to smart-enabled controllers with remote programming access. The use of smart-enabled controllers will allow for greater control over watering schedules. For example, new units will monitor the weather for rain and not activate when rain is expected. This will lead to an overall reduction of water use on campus.

STATUS:
- Irrigation Controller installations began in Fall 2022
- 13 controllers fully installed and added to management platform
- 41 controllers installed and awaiting network connection
- 19 controllers awaiting installation

RISKS:
- n/a

PLANNED ACTIVITIES:
- Programming of watering schedules for 8 fully-installed controllers set to begin in May 2023 (underway)
- Schedule installation of 19 irrigation controllers (underway)
- Schedule network installations for 56 locations (underway)

Lighting Upgrade

Project Manager: Christian Guzman
Estimated Completion: TBA

IMPACTED F&A AREAS: Facilities & Services
STATUS: 🟢 Active

SCOPE:
Replace existing fluorescent 2' x 2' fixtures with LED fixtures to enhance lighting in Frey Hall, Harriman Hall, Melville Library, Physics, Scan Center, Sports Complex, Staller Center and Sullivan Hall.

STATUS:
- 149 fixtures replaced throughout Harriman Hall, Melville Library, Physics, Scan Center, Sports Complex and Staller Center

RISKS:
- n/a

PLANNED ACTIVITIES:
- Replace 80 remaining fixtures in Frey Hall

OSI PI Data Server
Project Manager: Tom Lanzilotta
Estimated Completion: TBA

IMPACTED F&A AREAS: Facilities & Services, DoIT
STATUS: ● Active

SCOPE:
Energy Management and the Division of Information Technology, Enterprise Applications, and Integrations departments are working on implementing a data collection server that will serve as a "warehouse" for data from multiple BMS/EMS systems campus-wide. This will enable the team to make more informed decisions on where to focus resources to improve efficiency.

STATUS:
- The Schneider Electric energy management system is 20% integrated
- Building management systems at West Side Dining and the Campus Rec Center are currently being integrated

RISKS:
- Lack of human capital to implement on time
- Funding for continued annual cost of approximately $30K

PLANNED ACTIVITIES:
- Pull datapoints in from WSD Carrier system
- Pull datapoints in from Rec Center Trane system
- Pull datapoints in from Siemens BMS once upgraded to Desigo
- Pull datapoints in from JCI BMS once upgraded
- Pull datapoints in from West and East Plants
- Pull datapoints from Class schedule system 25Live
- Pull datapoints from WiFi
- Upgrade all Modbus maps in the ION system then pull datapoints
- Create informative dashboards for both the HVAC and EM teams

Kitchen Hood Controllers at West Side Dining
Project Manager: Tom Lanzilotta
Estimated Completion: August 2023

IMPACTED F&A AREAS: Facilities & Services, Faculty Student Association
STATUS: ● Active

SCOPE:
The kitchen exhaust hoods at WSD were fitted with new sensors and controllers to enable ramping up and down the exhaust fans to match the intensity of the cooking below them. When cooking is active, heat and smoke are detected which in turn, ramps up the exhaust. When no cooking is detected, the fans are set to a minimum. This conserves a large amount of electrical and thermal energy.

STATUS:
- The equipment has been installed and is operational

RISKS:
- n/a

PLANNED ACTIVITIES:
- Networking to install data drops
- Carrier to link the hood controller into the Building Management System (BMS)
- Enable schedule setbacks to conserve energy in conjunction with SBU Energy Management

EOC Operations and Business Continuity Software

Project Manager: Colby Rowe and Steven Wong

Estimated Completion: June 2023

IMPACTED F&A AREAS: Enterprise Risk Management
STATUS: ● Active

SCOPE:
The SBU-OEM Emergency Operations Center is a central location for managing all campus emergencies. With an increase in the campus population, and the complexity of our operations, there is a need for an updated integrated software system to streamline the monitoring of day-to-day campus operations the coordination of emergency operations.
A web-based platform used to manage planning, response, and recovery will assist in the development and execution of master Emergency Operations Plan and Continuity of Operations Plans, while also improving communications and workflow during activations.

STATUS:
- RFP closed and contract awarded to Veoci
- Ongoing weekly implementation calls with Veoci team
- Tasks assigned and completed by team implementation members
    - Upload of university-specific logo
    - SAML SSO integration complete

RISKS:
- Lack of common virtual collaborative meeting place inhibits critical communication related to campus emergencies

- Current business continuity plan building tool is antiquated and lacking elements that are important for a comprehensive emergency and continuity plan

PLANNED ACTIVITIES:
- Working with implementation team to upload university specific data:
    - Campus building information
    - Essential campus contacts
    - Reviewing potential hazard list for HVA form
    - Campus acronyms
    - Frequently asked questions

Safety Management System
Project Manager: Gary Kaczmarczyk and Steven Wong
Estimated Completion: Fall 2023

IMPACTED F&A AREAS: Enterprise Risk Management
STATUS: ● Active

SCOPE:
The SMS is a new software database solution that is designed to manage risk, ensure safety and compliance, and improve efficiency for laboratory and research safety, hazardous materials management, worker safety programs, fire safety and emergency response, and will facilitate regulatory required training, inspections and compliance activities.

STATUS:
- Completed 1st phase of integration and verification of SBU people and building data and IT systems. Moving to phase 2 to capture affiliate and offsite location information for Stony Brook Medicine related research.
- Completed development of hazard assessment questions for lab registration, training requirements, and sign information for the Laboratory Registration module
- Completed development and integration of training programs into the new Learning Management System (LMS) module
- Internal review of readiness for Beta Testing revealed additional work on the system before launch to outside groups for testing. Project team has strategized an alpha testing program that will begin this summer.
- Salute working on a new (enhanced) Radiation Safety Module

RISKS:
- Funding for Annual Fees: The initial SMS contract will be paid out of Research funds that were rolled over from previous years. A source of additional funding in the amount of $100K is needed for annual fees.
- Staffing: EH&S will require an additional Lab Safety Specialist (requested in FY 22/23) to support implementation of Chemical Inventories
- Departments will likely request support for chemical inventory management

PLANNED ACTIVITIES:
- Alpha testing of Lab Registration with EH&S staff to be completed on 6/22/23
- Beta testing with outside groups to be completed by July 2023
- Launch for the 1st module is targeted for 8/28/2023
- Develop marketing materials and schedule meetings with key stakeholders by 5/15/23 July 2023
- Plan and develop other SMS modules (e.g. Radiation Safety, Chemical Inventory Management, Fire Safety, Incident Reporting, Environmental Tracking, etc.)

Wolfmart Enhancements and Upgrades
Project Manager: Sean Dermody
Estimated Completion: June 2024

IMPACTED F&A AREAS: Finance
STATUS: ● Active

SCOPE:
Enhance existing functionality within the Wolfmart System to improve operational efficiencies and support cost savings. Leverage new functionality from Jaggaer regular release upgrades as they become available.

STATUS:
- The 2023-24 Enhancement Plan is in the process of being finalized and will serve to guide enhancement projects aligned with Procurement's 2023-24 Strategic Priorities
- Multiple projects identified have the opportunity to benefit both Stony Brook University and other SUNY campuses
- Jaggaer releases Major Upgrades (these include new features and enhancements across all modules, many of which are championed by the Jaggaer Client Community)

RISKS:
- System integration issues to Oracle / SUNY diverting resources from enhancement plan efforts
- SBU staff resource constraints to test and implement enhancements (same resources manage daily help desk issues and testing)
- SUNY staff resource constraints to support enhancement plans
- Staff support requirements for the new ERP system implementation

PLANNED ACTIVITIES:
- Projects identified in the 2023-24 Enhancement Plan:
    - Contract (AC-340) Contract Integration in Wolfmart
    - Digital Capture (new electronic invoicing scanning solution)
    - New Supplier Set-up Request Process in Wolfmart
- Jaggaer plans major releases in July 23 (23.2), November 23 (24.1) and March 24 (24.2). A list of enhancements will be posted to Procurement's Website for each release.

Procurement Website Refresh

Project Manager: Carmen Gonzalez
Estimated Completion: March 2024

IMPACTED F&A AREAS: Finance
STATUS: ● Active

SCOPE:
Consolidate and refresh the multiple Procurement websites to improve customer experience. Websites in scope include Procurement, Central Receiving, Property Control, Mail Services, WolfMart, Travel & Card Programs.

STATUS:
- Kicked off in the summer 2022
- Student Assistants are trained and are working to make all of the website updates
- The Central Services website is completed (consolidated Mail Services, Property Control and Central Receiving)
- A redesigned Procurement website is in process (moved the WolfMart website into this new site)
- Travel & Card Program site targeted to start in late 2023

RISKS:
- Student schedules cause project delays
- Properly "decommissioning" all of the old website links

PLANNED ACTIVITIES:
- Student Assistant is working 20 hrs/week on completing the updates to the new Procurement website
- Starting bi-weekly meetings with leadership team to keep Student Assistant moving along

Concur Travel and Expense Implementation
Project Manager: Gerardina Paduano
Estimated Completion: TBA

IMPACTED F&A AREAS: Finance
STATUS: ● Active

SCOPE:
Integrate Concur at Stony Brook University, Stony Brook Hospital and LISVH for all employee travel-related expense transactions and reservations.

STATUS:
- Moving through 'Discovery Phase' of potential for student and guest travel to be migrated to Concur (no more paper)
- Began 'Discovery Phase' for integrating an AI auditing tool
- In 'Collaborate Phase' for adding SBF-funded travel to Concur
- Finalizing plans to move RF non-travel reimbursements to Concur

RISKS:
- Compliance, adoption and enforceability of program with SB travelers

PLANNED ACTIVITIES:
- Finalize plan for implementing a policy regarding non-SBU funded travel in partnership with Enterprise Risk Management; expected to launch July 1, 2023
- Develop roadmap for SBF-funded travel project to begin in July
- Begin investigation of utilizing Concur for guest travel

FY23/24 Annual Budget Planning Cycle
Project Manager: Budget, Financial Planning & Analysis
Estimated Completion: September 1, 2023

IMPACTED F&A AREAS: BFP&A, DoIT, Enterprise Risk Management, Facilities & Services, Finance, Human Resource Services
STATUS: ● Active

SCOPE:
The Annual Budget Planning Cycle for FY23/24 was initiated on February 1, 2023, with the release of the informational Budget Call Letter. The Campus Budget Model (CBM) opened on February 15, 2023. FY23/24 Budget Decision Letters will be posted in July.

STATUS:
- The FY23/24 planning cycle will extend from February 1, 2023, through September 1, 2023
- FY23/24 Budget Decision Letters will be posted to VP Areas in July

RISKS:
- Potential timeline delays due to SBET deliberations

PLANNED ACTIVITIES:
- As of January 2023, monthly VPC Meetings have been initiated to provide clarity of expectations, deliverables and increase two-way communication. These meetings are mandatory. The next meeting is scheduled for July 17, 2023, 3:00 pm.

Additional Project-Related Resources

- **Budget Financial Planning & Analysis**: Call Letter

- **Division of Information Technology**: Enterprise Project Management website

- **Facilities & Services:** Active Construction Projects

- **Human Resource Services**: HR Now website

- **Procurement**: Concur website