

University of Tennessee

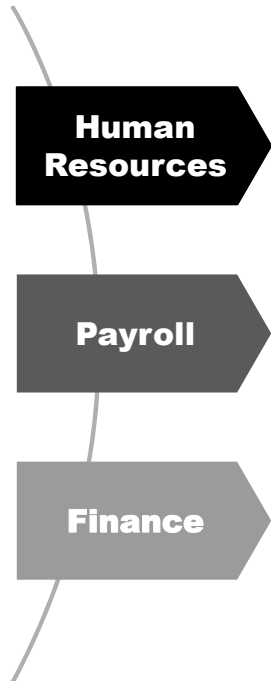
Business Process Review Project Overview

2021

Business Process Review

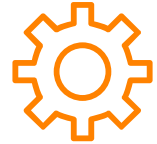
Reimagine & Redesign

Align each institution's overall business processes



4 Campuses | 3 Institutes | System Administration

- Review current state processes
- Develop draft of future state processes
- Prepare executive summary of the future state processes for overall operations (HR/Payroll/Finance) across the UT System

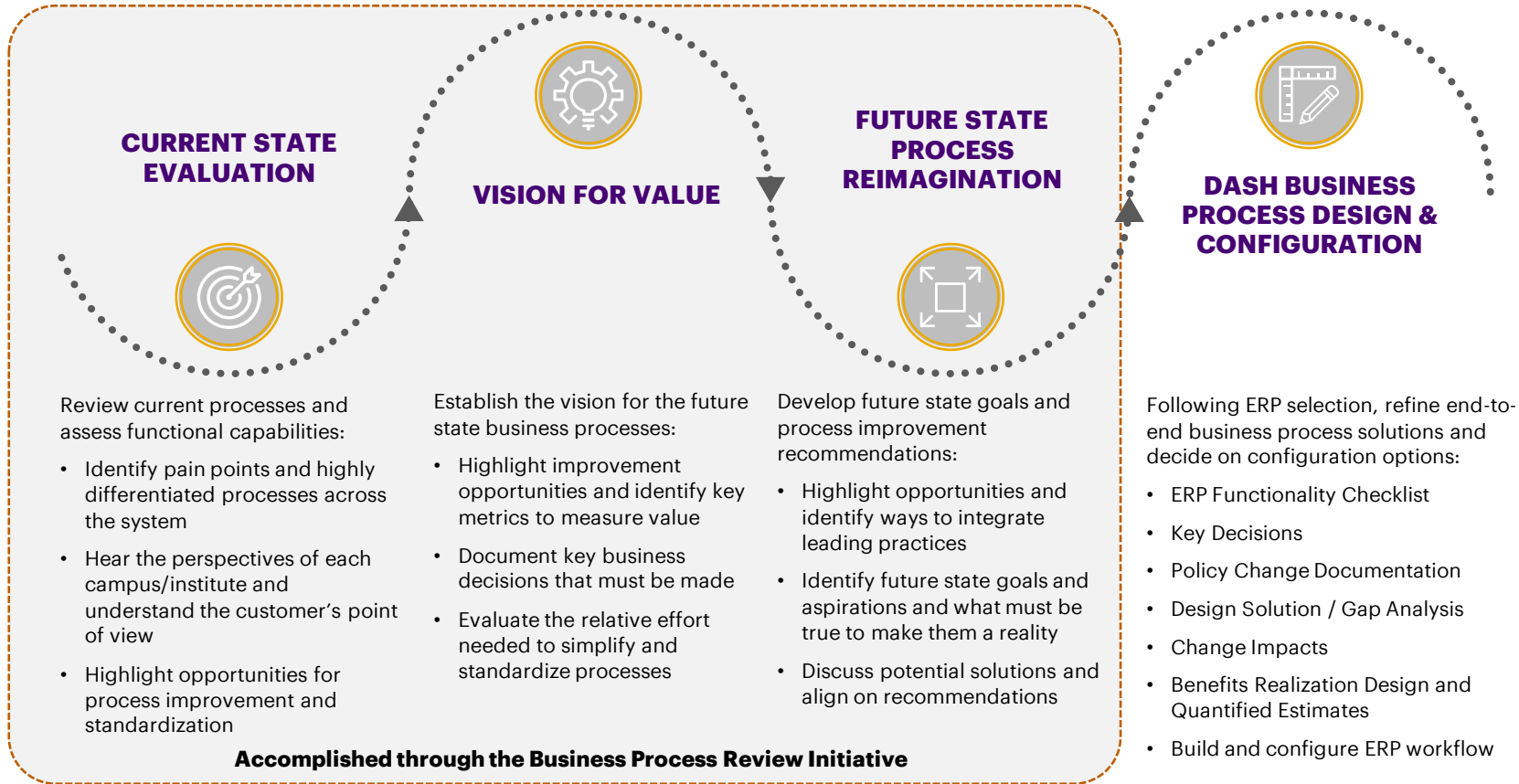


Increase effectiveness and efficiency



Decrease time to ROI

Business Process Transformation



Guiding Principles



Bold and impactful

Embrace diversity

Optimistic and visionary

Nimble and innovative

Excel in all we do

United and connected

Transparent and trusted



Governance, Transparency & Inclusion

The ERP Program will be led by the UT System Administration Executive Sponsor and Executive Steering Committee who will work closely with all stakeholders throughout the University and the Program team. The ERP Program is committed to broad system-wide collaboration and transparent decision-making. The Program team will communicate frequently and fully to ensure accurate information and data are shared with the wider UT community and will seek input and feedback throughout.

Simplification & Standardization

The ERP Program will simplify operations and processes while ensuring the processes meet user needs. Processes will be redesigned based on higher education best practices and ERP functionality. Standardization of processes and data definitions across the UT System will maximize the opportunity for collaboration, facilitating the One UT culture.

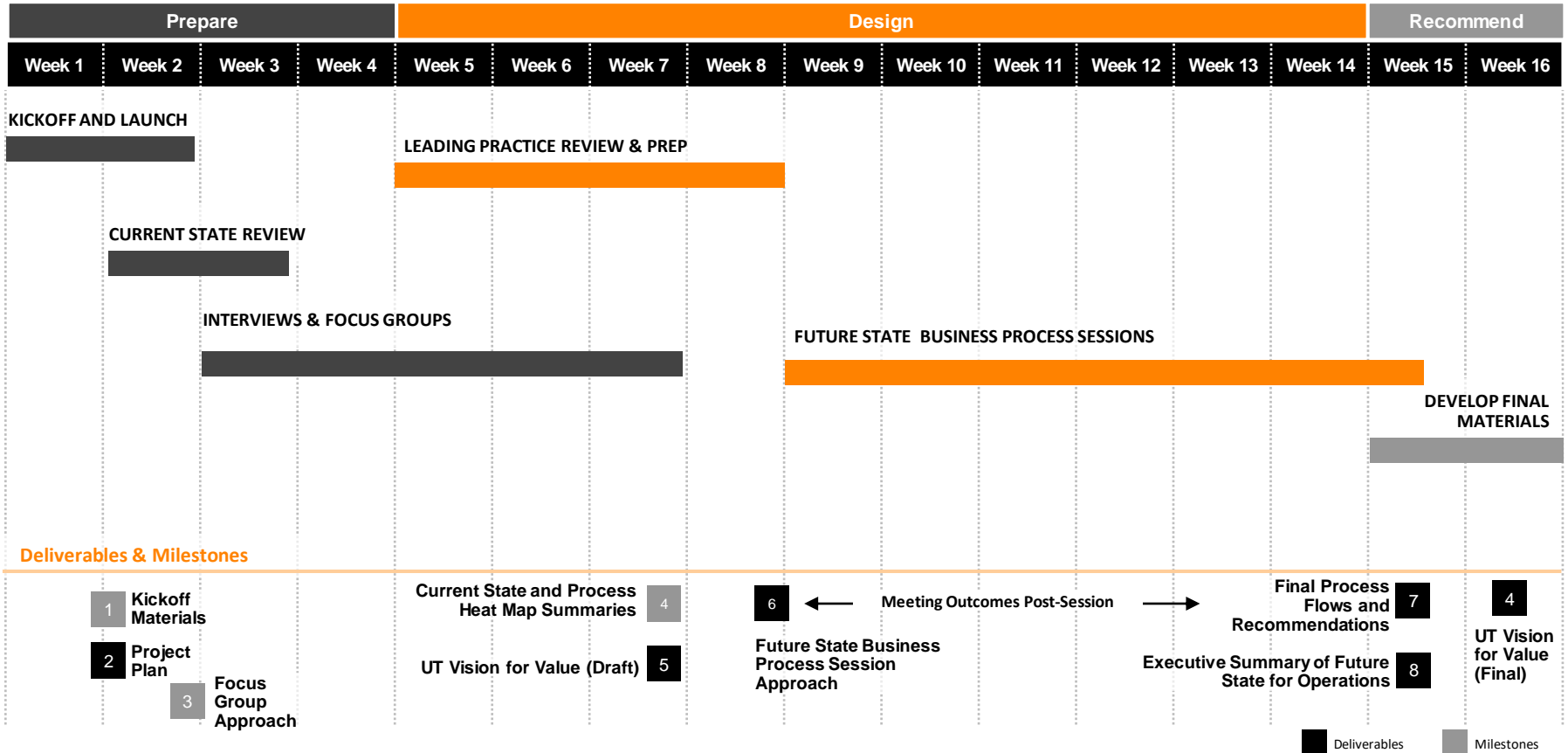
Measurable Improvements

Improvements to transformed business processes will be measured by qualitative or quantitative standards as appropriate—for example, by the number of approvals eliminated or by stakeholders' judgement that reports contain more useful data.

Integrating Technology

UT System will adopt a culture of continuous improvement through technology. Rather than configuring software to current operations, the way we work will change as we adopt new functionality. Increased operational efficiency will be achieved while maintaining compliance with State laws and UT policies. The University will first use the ERP platform functionality to its fullest extent before considering additional software packages or alternative business processes.

Timeline



Our Process Areas

Finance

- Budget & Planning
- General Ledger
- Accounts Payable
- Accounts Receivable
- Billing
- Cash Management (Treasury)
- Grants / Project Management
- Purchasing
- Travel & Expenses
- Asset Management
- Audit & Internal Controls
- Capital Projects
- Gifts & Endowments
- Contracts

Human Resources

- Benefit Administration
- Compensation Administration
- Employee Mobility & Transition
- Learning & Development
- Recruit-to-Hire
- Performance Management & Succession Planning
- Time & Absence

Cross-Functional

- Payroll Administration
- Position Budgeting
- Employee Communications
- Compliance and Reporting
- Tuition Waiver

Finance Business Process Areas

Finance Process Area	Sub-Processes (End-to-End)
Budget & Planning	<ul style="list-style-type: none">• Planning & Forecasting• Budget Development• Budget Review & Consolidation• Budget Approval & Load• Budget Management• Financial Reporting• Position Control
General Ledger	<ul style="list-style-type: none">• Manage General Ledger (Chart of Accounts)• Process Journals• Manage Interfaces• Month End Close• Year-End Close• Financial Reconciliation• Financial Reporting
Billing & Accounts Receivable	<ul style="list-style-type: none">• Manage Customer Data• Manage Customer Contracts• Customer Billing (Including UTHSC Billing)• Deposits & Payment Application• Collection Processing• Manage Customer Inquiries & Disputes• Financial Reporting

Finance Business Process Areas

Finance Process Area	Sub-Processes (End-to-End)
Accounts Payable	<ul style="list-style-type: none">• Manage Supplier/Vendor Data• Receive Electronic Invoice (ESM)• Process Invoice• Process PO Payments• Process Non-PO / Non-Contract Payments• Process Contract Payment• Process Prepayments• Process Refunds• Process Petty Cash Payments• Perform AP Reconciliation & Close Activities• Process Payment Return Deposits• Manage PCards• Process PCard Reimbursement• Process Human Subject Payments• Process Invoices for personal services• Process Invoices for payment of travel expenses paid directly to a vendor• Form T-27 for request for special payment, including moving allowances• Form T-30 for the prepayment of conference and seminar registration fees• Process Invoices for payment to non-resident liens• Process Invoices with the amount to be paid in a foreign currency• Process credit memos when a check is being requested from the vendor

Finance Business Process Areas

Finance Process Area	Sub-Processes (End-to-End)
Cash Management (Treasury)	<ul style="list-style-type: none">• Manage Banking Relationships• Bank Reconciliations• Deposits• Manage Cash Position• Merchant Services• Automatic Clearing• Working Capital Management
Grants / Project Management	<ul style="list-style-type: none">• Proposal Management• Manage Sponsor Contracts• Award Setup• Award Management• Sponsor Billing & Receivables• Award Closeout• Sub-Awards• Effort Reporting/Compensation Compliance
Purchasing	<ul style="list-style-type: none">• Manage Supply Chain Master Data• Catalog Management• Manage Supplier Contracts• Category Management• Strategic Sourcing• Manage Supplier Relationships• Initiate and Approve Purchase Requests• Process Requisition to Purchase Order• Bidder Onboarding• Encumbrance Accounting & Funds Reservation

Finance Business Process Areas

Finance Process Area	Sub-Processes (End-to-End)
Travel & Expenses	<ul style="list-style-type: none">• Travel Request (Pre-Trip)• Process Travel Reimbursement• Expense Reporting & Audit• Manage Travel Cards (issuance, maintenance)
Asset Management	<ul style="list-style-type: none">• Manage Asset Master Data• Record Asset Acquisition / Disposal• Asset Depreciation• Manage Leases• Asset Changes• Asset & Equipment Tracking• Asset Reporting
Audit & Internal Controls	<ul style="list-style-type: none">• Internal Audit• External Audit• Risk Management

Finance Business Process Areas

Finance Process Area	Sub-Processes (End-to-End)
Capital Projects	<ul style="list-style-type: none">• Capital Planning• Capital Project Approval• Capital Project Setup• Capital Project Execution & Closure• Purchasing, Bid Process, Diversity Reporting• Process Construction Payment• Reporting• Real Estate Lease Management• Property & Land Management• Contractor Insurance Requirements• Space Management
Gifts & Endowments	<ul style="list-style-type: none">• Donor Onboarding• Gift Processing & Accounting• Endowment Accounting• Investment Accounting• Assessment Fees
Contracts	<ul style="list-style-type: none">• Supplier Contracts• Customer Contracts• Zero-Dollar Contracts• Sponsored Contracts• Real Property Acquisition and Disposition• Real Property Leases• Other Delegated• Other Non-Delegated

HR Business Process Areas

HR Process Area	Sub-Processes (End-to-End)
Recruit-to-Hire	<ul style="list-style-type: none">• Post Job• Sourcing & Selection• Interview• Hire• Background Check• Onboarding
Benefit Administration	<ul style="list-style-type: none">• New Hire Enrollment• Life Events• Open Enrollment• Other
Time & Absence	<ul style="list-style-type: none">• Enter Time• Approve Time• On Call/Call Back• Request Time Off• Approve Time Off• FMLA / Disability• Parental Leave• Faculty leave

HR Business Process Areas

HR Process Area	Sub-Processes (End-to-End)
Performance Management & Succession Planning	<ul style="list-style-type: none">• Annual Performance Process• Ad Hoc Feedback• Grievance• Disciplinary Action• Career Pathway Development• Succession Identification and Planning
Employee Mobility & Transition	<ul style="list-style-type: none">• Promotion & Demotion• Lateral Transfer• Manage Voluntary Separation• Manage Involuntary Separation• Manage Offboarding
Compensation Administration	<ul style="list-style-type: none">• Compensation Changes• Ad Hoc Compensation / Bonus Payments• Reclassification• Job Evaluation and Structure
Learning & Development	<ul style="list-style-type: none">• Manage LMS• Create Learning Programs• Manage Programs

Cross-Functional Business Process

Cross-Functional Process Area	Sub-Processes (End-to-End)
Payroll	<ul style="list-style-type: none">• Payroll processing• Payroll Auditing• Tax administration (ex. Taxable gifts)• Payroll Reporting (Internal & External)
Position Budgeting	<ul style="list-style-type: none">• Position Forecast & Planning• Position Request• Position Approval• Budget Management
Employee Communications	<ul style="list-style-type: none">• Determine Employee Communication Approach• Execute Communications
Compliance and Reporting	<ul style="list-style-type: none">• Manage Employee Compliance• HR Reporting• Payroll Reporting• License & Certs• Professional Privilege Tax• Finance Reporting• Federal Reporting• Audit & Internal Controls
Other	<ul style="list-style-type: none">• Tuition Fee Waiver