Chart of Accounts Initiative
• We are exploring ways to better serve the University through chart of accounts changes, improved controls and education, guidance, support, and policies to ensure best use of the COA.

Goal

Improve how we support our operations by making the chart of accounts simpler to use, ensuring the data are accurate and easily reportable across the University, and making certain that the project ledger interacts seamlessly with the general ledger.

• In this phase, we will:
  o Clearly (re)define chart segments and values, and communicate how to use them;
  o Break out Central units currently identified in Unit 900 into separate units;
  o Provide guidance and directives on common business practices;
  o Establish cross validation rules to systematically reject invalid chart segment combinations;
  o Optimize use of chart segments; and
  o Develop more comprehensive training courses.
### Project Sponsors
- Kathy Dettloff
- Pete Larson

### Campus Advisory
- Diana Uveges
- Vincent Nacco
- Kevin Kimberlin
- Jason DiPaolo
- Bernadette Cariaga
- Cheryl Wisnack
- Peter Camp
- Kyle Aaronson
- Anh Hollowell
- Mary Tamasco
- Eileen Markey
- Theresa Fronckowiak
- Angelo Chrisomalis
- Erin Cuomo

### Finance Chart of Accounts Team
- Cheryl Hart
- Matt Katz
- Betsy Cafiero
- Susan Heleno
- Vincent So
- Ed Scheer
- Ernie DiSandro
- Christy Orlowski

### PMO* Support
- John Fahey
- Tom Deshan
- Stephanie Reed

### Huron Consultants
- Dave Klipa
- Alex Skoney
- Alex Reed

*PMO – Project Management Office

Questions? Suggestions? Feedback?
Contact us at budget@rutgers.edu
## COA Initiative: Optimization and Design Timeline

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### Near-Term Efforts
- Document current-state business processes
- Expand Activity segment; develop training materials
- Add proposed Fund Types; develop training materials
- Define use of PPM

### Longer-Term Efforts
- Detailed project planning
- Complete full future-state structure and values
- Compare current configuration to best practice
- Implement full future-state chart of accounts structure and values
- Develop local and central reports and queries
- Campus-wide training and change management

*Estimated timeline; strategy sessions ongoing to develop more comprehensive timeline*
## COA Initiative: Changes to Business Practices

<table>
<thead>
<tr>
<th>Business Practice Change</th>
<th>Impact to Units</th>
<th>Status</th>
<th>Next Steps</th>
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<tbody>
<tr>
<td><strong>Unit-Division-Organization combinations</strong></td>
<td>• Fewer accounts to manage will lead to fewer errors and reconciliations to perform</td>
<td>• Confirmed list of valid and invalid U-D-Os with Chancellor and central unit representatives</td>
<td>February 2018</td>
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<td>• Reduce number of chart of accounts segments to a more manageable and valid quantity</td>
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<td>• Units to immediately begin using valid U-D-O combinations</td>
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<td>• Fewer accounts to manage will lead to fewer errors and reconciliations to perform</td>
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<td>• Units to discontinue using invalid U-D-O combinations</td>
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<td><strong>Sponsored and Non-Sponsored Projects</strong></td>
<td>• More accurate accounting from the Projects sub-ledger to the general ledger</td>
<td><strong>Sponsored Projects</strong>: Preparing instructions and resources for units to validate U-D-O and Location</td>
<td>February 2018</td>
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<td>• Set up all Sponsored and Non-Sponsored projects with valid and correct U-D-Os</td>
<td>• More intuitive and easily accessible descriptions of chart of accounts value segments</td>
<td><strong>Non-Sponsored Projects</strong>: Preparing instructions and resources for units to validate U-D-O, Location, and Business Line</td>
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<td>• Units to review project lists and notify the Controller’s Office if updates are needed</td>
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<td><strong>Chart of Accounts Descriptions</strong></td>
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<td><strong>Completing revised descriptions</strong></td>
<td>February/March 2018</td>
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<td>• Update descriptions, and make them easily visible in the financial management system, and in other resources</td>
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<td>• Launch new descriptions in the system, and post online</td>
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## COA Initiative: Changes to Business Practices

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| **Sub-ledger Accounting (SLA) Rules**  
  • Implement new system rules to ensure sub-ledger-to-general ledger accounting is consistent, including applying costs and revenues to the same valid and correct U-D-O combination |  
  • **Sponsored Projects:** Costs will follow the accounting for all segments, and will match revenues  
  • **Non-Sponsored Projects:** Use the Project's U-D-O and Fund Type, and the user's Location and Business Line |  
  • Reviewing and redesigning SLA rules |  
  **Timing TBD**  
  • Complete design and test rules  
  • Publish rules, instructions and guidance to help units adopt new way of working in general ledger before activating the rules |
| **Cross Validation Rules**  
  • Implement system rules to prevent invalid general ledger strings from being used and created |  
  • Better financial and system controls to help prevent errors and re-work |  
  • Defined and preparing to test cross validation rules |  
  **Spring 2018**  
  • Publish rules, instructions and guidance to help units adopt new way of working in general ledger before activating the rules |