

Agenda

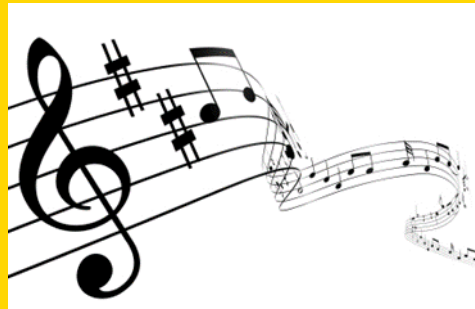
- | | |
|-------------|---|
| 8:00-8:30 | Continental Breakfast |
| 8:30-8:45 | Welcome & Icebreaker |
| 8:45-9:15 | David Farrar, Provost & Vice President (Academic) |
| 9:15-10:00 | PVP Panel Discussion <ul style="list-style-type: none">♪ Patrick Deane, President & Vice-Chancellor♪ Robert Baker, Vice President (Research)♪ Mary Williams, Vice President, University Advancement♪ Roger Couldrey, Vice President (Administration) |
| 10:00-10:30 | Break (Networking) |
| 10:30-11:45 | Deidre (Dee) Henne, Assistant Vice President (Administration) and CFO
Historical & Future Financial Outlook |
| 11:45-12:00 | Brighter World Campaign Video |
| 12:00-12:50 | Buffet Lunch (Networking)
Jazz Guitarist – Alex D’Alves |
| 1:00-2:00 | Concurrent Sessions <ul style="list-style-type: none">♪ CIBC Hall - An Overture to Managing McMaster’s Receivables using PeopleSoft♪ Celebration Hall - A Crescendo of Data - Business Intelligence♪ Mills LI 13 - Harmonizing Accounts♪ MDCL 2232 - Orchestrating Policies |
| 2:15-3:15 | Concurrent Sessions (repeat) |
| 3:30-4:00 | Closing Remarks and Prizes |



A special thank you to the Campus Store for their prize contribution

MacBill – Managing Mac's Receivables

An Overture



*Financial Forum
November 2017*



MacBill

Business Need
Analysis
Recommendation
Plan for Implementation
Wrap Up

Business Need

Why is McMaster doing this?



2017

- Almost \$200 million research revenue earned annually.
- 'Other Income' one of highest dollar value of U15
- No consistency in invoicing, revenue recognition, follow up, and collection
- Large number of unknown payments rec'd
- External research/finance review recommendation

Desired Outcomes

Expected Benefits



MacBill

- Ability for faculties and support units to generate invoices from templates
- Customer receives official invoice from McMaster
- Database of customers with tax rules
- Integration of billings with Research Grants module
- Ability to implement reminder letters and consistent policy for follow up
- Improved cash flow/reduced duplicate billings/improved accuracy of billings

Analysis

Estimated current volumes

19.3k

Non research
invoices issued
each year

1.3k

Research
invoices
issued each
year

\$84m

Non research
invoices issued

\$30m

Research
invoices issued
each year


Recommendation

Use Mosaic
Billing and
AR Module
fully

- Implement the Billing section of the AR module already in use by all cash receipt users
- Impact to users will be less than purchasing new system
- Benefit from lessons learned at other universities in developing processes and policies
- Provide training for pilot areas, and continuous training as roll out progresses
- Use expert help from Deloitte for integration of modules (Grants/contracts/Non Student Billing and AR)

Plan

For implementation



Pilot and
phase in.

- Pilot where volume is sufficient and interest is high
- Phase in over time
- Plan to implement with soft go live
- Write and seek approval for university wide 'Accounts Receivable' policy
- Take baseline measure and have targets for % invoiced through MacBill for next 3 years

Anticipated Impacts

What will be impacted

- No further customization anticipated
- No Moneris impact
- No integration with external billing systems
- Revenue recognized when billed, no system deferrals
- No netting
- Not to be used for internal billings
- Will be exceptions, approved by Enterprise Administrative Technology Committee



New policy
being created

Complete Policy Title: Accounts Receivable and Billing (Non Student)	Policy Number (if applicable):
Approved by:	Date of Most Recent Approval:
Date of Original Approval(s): TBD – Target 2018	Supersedes/Amends Policy dated:
Responsible Executive: Director of Finance	Enquiries: Accounts Receivable Inquiries
<i>DISCLAIMER: If there is a Discrepancy between this electronic policy and the written copy held by the policy owner, the written copy prevails</i>	

SCOPE

This Policy applies to billing and accounts receivable of the University (including research) except for fees and miscellaneous charges associated with students. Internal billings are not covered by this policy, as they are handled by Journal Entry and addressed in that policy.

http://www.mcmaster.ca/bms/BMS_Policies_Procedures.htm

POLICY OBJECTIVES

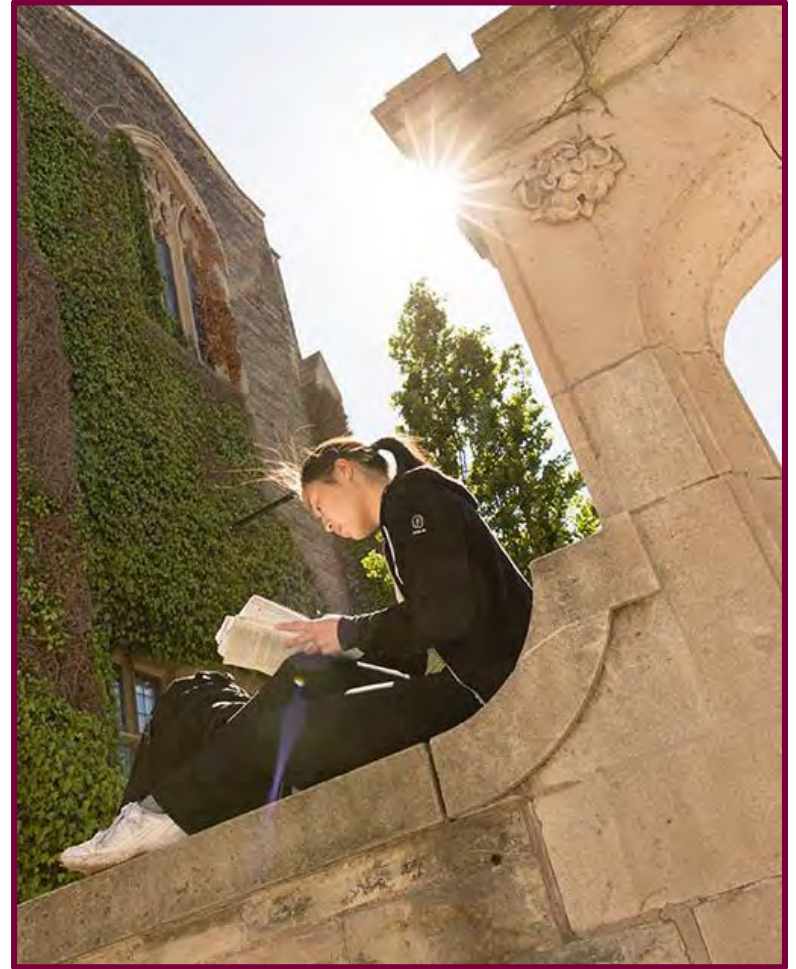
The objectives of this policy are:

- To document guidelines by which credit is extended to customers of the university;
- To manage the extension of credit within the various departments of the university
- To outline the policy for invoicing, revenue recognition, and balancing
- To outline the responsibilities for collection of accounts receivable
- To document the responsibilities for uncollectible accounts

Resource Team

And Stakeholders

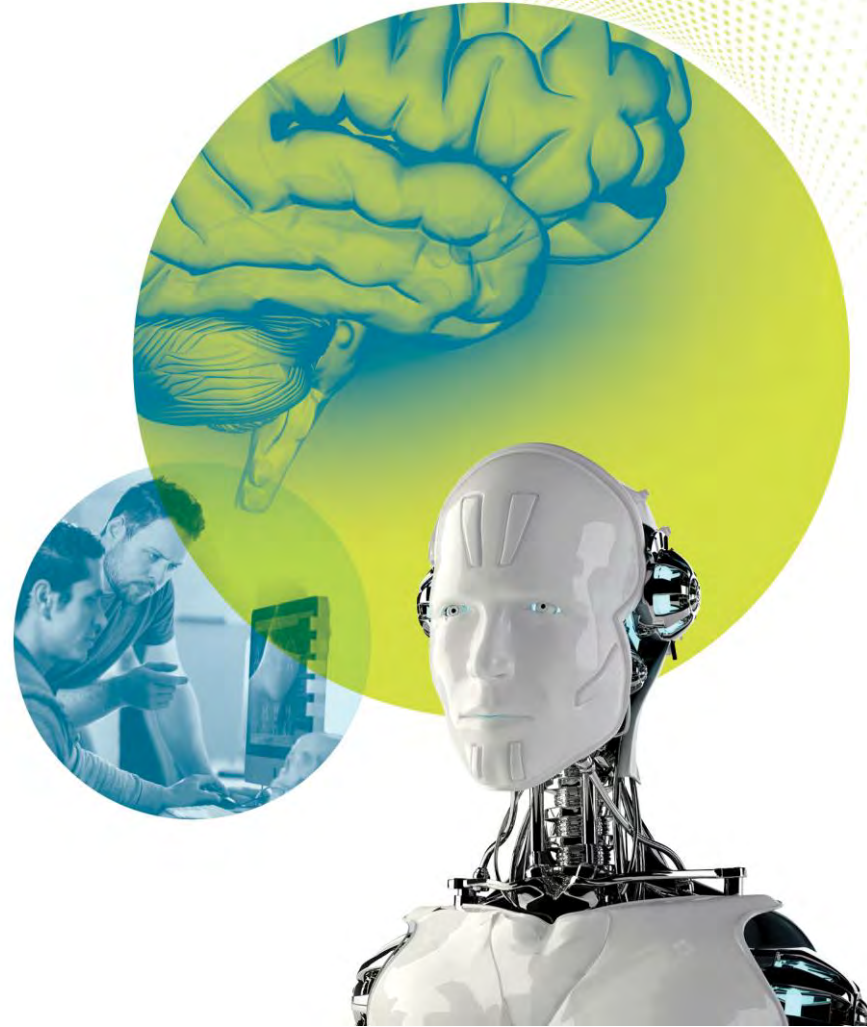
- Faculty representatives
- Student Accounts and Cashiers
- Financial Services
- Financial Systems Support
- Research representatives
- UTS
- Pilot departments
- IRA
- Communications
- Deloitte consultant



Timeline

Tentative monthly schedule

- November/December - plan.
- January 2018- consultant on site full time, team working in BSB
- February – finish build.
- March - testing
- April – training
- May – soft launch for pilots
- Thereafter – add other faculties and support units each month



More on the Pilot

Proposed Plan- let's discuss

See
handout

- Phase 1 – this spring
- Phase 2 – during 18/19 fiscal
- Phase 3 – 19/20 fiscal
- Exceptions?


Row Labels	Sum of Est. Annual \$ value of invoices	Sum of Est. Annual # of invoices	Cumulative % of \$ invoiced by phase
1	\$ 55,308,020	3772	48%
2	\$ 41,374,722	6203	84%
3	\$ 8,212,184	725	92%
4	\$ 9,700,000	9930	
x	\$ -	0	
Grand Total	\$ 114,594,926	20630	

Wrap up

Closing bars of the overture



MacBill

- There is a business need, Mac owns this module
- If you are processing cash receipts, you are already using this Peoplesoft module
- EATC has approved funding and some staff assigned to project for next six months
- Policy written, procedures o/s
- Roll out will be over next three years with pilots going in April/May 2018
- Stay tuned  for updates



Nancy Gray

Director of Finance

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Sue Galloway

Director of Finance Operations - FHS

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A Look at McMaster's Policies

How and Why they are created,
reviewed and updated

*Financial Forum
November 2017*





Diana Parker

Project Manager, Office of
Vice-President (Administration)

Angelo DiLettera

Manager, Strategic Procurement,
Financial Affairs.

Austin Noronha

Director, Strategic Procurement,
Financial Affairs.

A Look at McMaster's Policies

Presentation Overview

- Policy Overviews
 - University Policies vs Department and Faculty Policies vs Procedures
 - Anatomy of a Policy
 - What headers and structure can tell us
 - Related policies and procedures
 - Policy simplification
- Strategic Procurement's Policy Review
 - Why and How
 - AODA, Sustainability, etc.
 - On the Radar

University Policy vs Faculty or Department Policy

University Policies

- “University Policies” are those which are approved by the Board of Governors and/or the Senate
- <http://www.mcmaster.ca/policy/#>
 - Often mirrored or linked from other University websites
- May include:
 - Legislation (e.g., McMaster University Act),
 - By-laws, Board, Senate, Faculties
 - Execution of Instruments
 - Other governing documents (e.g., Campus Plan)
 - In addition to policy documents

University Policy vs Faculty or Department Policy

Policy Collections

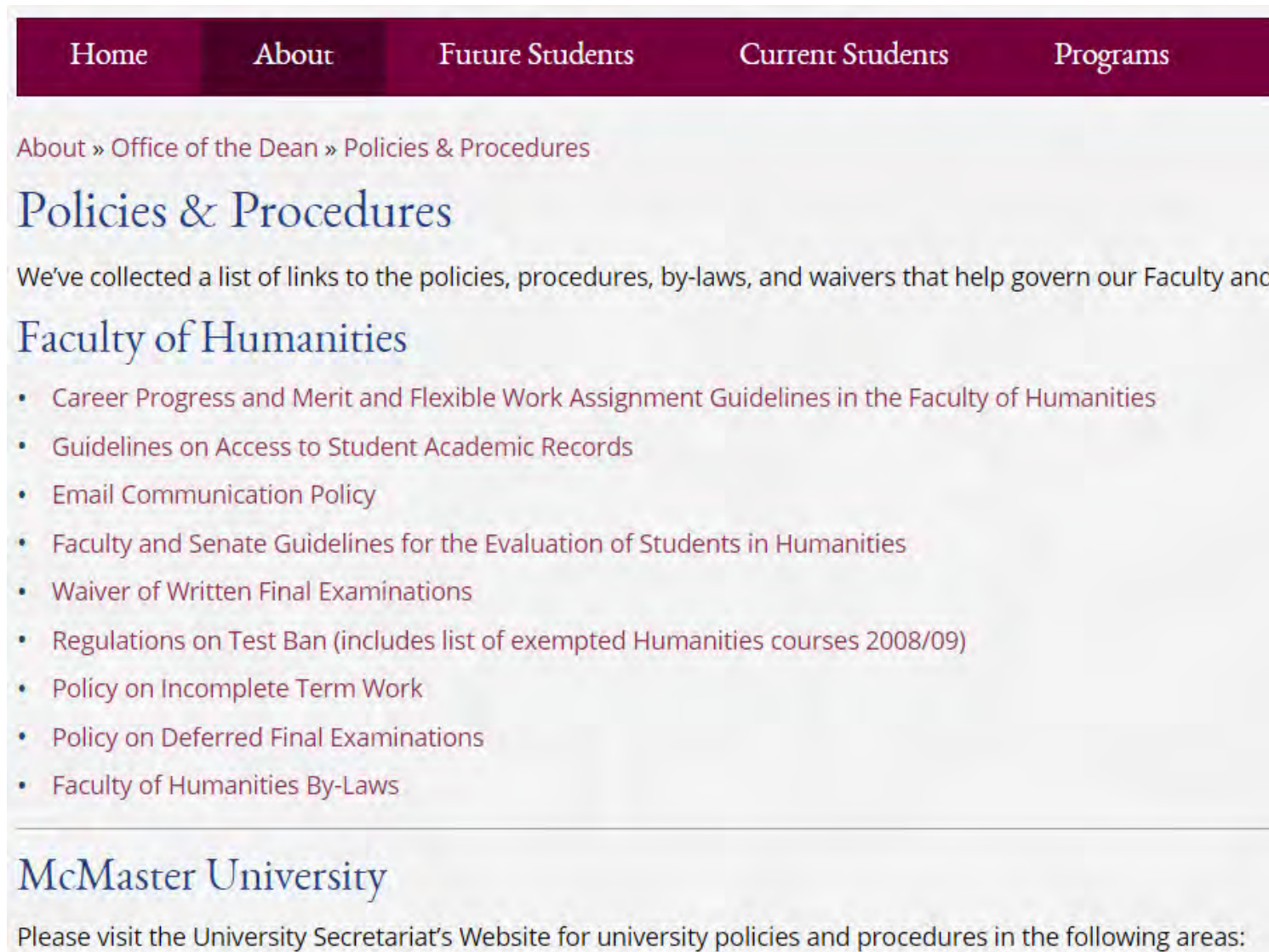
- <http://www.mcmaster.ca/vpadmin/policies.html>
- <http://www.mcmaster.ca/vpacademic/reports.html>
- Faculty Websites e.g., Humanities *
- Sometimes called “Resources”, “Forms & Guidelines”, or similar

http://www.mcmaster.ca/bms/BMS_Policies_Procedures.htm

Includes both “University Policies” as well as those which have been approved by PVP, or the Vice-President (Administration), the AVP Administration, or the Directors

University Policy vs Faculty or Department Policy

Faculty Website



The screenshot shows a web page with a dark red navigation bar at the top containing links: Home, About, Future Students, Current Students, and Programs. Below the navigation bar, a breadcrumb trail reads 'About » Office of the Dean » Policies & Procedures'. The main heading is 'Policies & Procedures' in a large, dark blue serif font. Below this, a paragraph states: 'We've collected a list of links to the policies, procedures, by-laws, and waivers that help govern our Faculty and Faculty of Humanities'. This is followed by a bulleted list of ten items, each in a dark red serif font. At the bottom of the page, the 'McMaster University' logo is displayed in a dark blue serif font, with a note below it: 'Please visit the University Secretariat's Website for university policies and procedures in the following areas:'.

Home About Future Students Current Students Programs

About » Office of the Dean » Policies & Procedures

Policies & Procedures

We've collected a list of links to the policies, procedures, by-laws, and waivers that help govern our Faculty and Faculty of Humanities

- Career Progress and Merit and Flexible Work Assignment Guidelines in the Faculty of Humanities
- Guidelines on Access to Student Academic Records
- Email Communication Policy
- Faculty and Senate Guidelines for the Evaluation of Students in Humanities
- Waiver of Written Final Examinations
- Regulations on Test Ban (includes list of exempted Humanities courses 2008/09)
- Policy on Incomplete Term Work
- Policy on Deferred Final Examinations
- Faculty of Humanities By-Laws

McMaster University

Please visit the University Secretariat's Website for university policies and procedures in the following areas:

Anatomy of a Policy

The Header (University policy from Admin Department)



Policies, Procedures and Guidelines

Complete Policy Title: Fraud Policy	Policy Number (if applicable):
Approved by: Audit Committee of the Board of Governors	Date of Most Recent Approval: May 1, 2014
Date of Original Approval(s): May 27, 1997	Supersedes/Amends Policy dated: March 13, 2012, October 26, 2006, November 15, 2003, May 27, 1997,
Responsible Executive: Chief Internal Auditor	Enquiries: Internal Audit
DISCLAIMER: <i>If there is a Discrepancy between this electronic policy and the written copy held by the policy owner, the written copy prevails</i>	

1. Purpose

McMaster University ("the University") is committed to the highest standards of honesty, propriety, and integrity. It is University policy to investigate objectively any alleged dishonest or fraudulent activities related to funds or property owned by, or in the care of, the University. This policy aims to raise the awareness of these activities and their prevention and to give guidance to their reporting and the manner in which the investigation of that reporting will proceed.

Anatomy of a Policy

The Header (Admin Policy)



Administration Policy


Complete Policy Title: Engagement of Independent Contractors	Policy Number:
Approved by: Vice-President (Administration)	Date of Most Recent Approval: November 8, 2013
Date of Original Approval:	Supersedes/Amends Policy dated: Payments to Individuals (Independent Contractors) versus Employees [most recent approval: October 18, 2008]
Responsible Executive: Vice-President (Administration)	Enquiries: Financial Affairs, Human Resources, or Legal Services
DISCLAIMER: <i>If there is a discrepancy between this electronic policy and the written copy held by the policy owner, the written copy prevails.</i>	

Introduction

Different legislative and contractual obligations arise when the University engages an independent contractor to provide services as compared to an employee. Of note, the tax treatment of payments to independent contractors versus employees varies pursuant to the Income Tax Act. Accurate

Anatomy of a Policy

Header of a Procedure (companion document)

University  Administration Procedure	
Complete Procedure Title: Procedures related to Tracking, Loss, Damage and Disposition of University Assets	Procedure Number:
Approved by: Assistant Vice President Administration and CFO	Date of Most Recent Approval: June 2015
Date of Original Approval:	Supersedes/Amends Procedure dated: Insurance and Protection of Moveable Assets- June 2009 Asset Capitalization Guidelines- May 2007 Disposal of University Surplus Assets-P160- October 1996
Responsible Executive: Assistant Vice President Administration and CFO	Enquiries: Environmental and Occupational Health Support Services (EOHSS) at ehss@mcmaster.ca . finserv@mcmaster.ca customs@mcmaster.ca
DISCLAIMER: <i>If there is a discrepancy between this electronic policy and the written copy held by the policy owner, the written copy prevails.</i>	

Purpose

This document provides detail associated with the policy on Capital Assets.
(<http://www.mcmaster.ca/bms/pdf/capassets.pdf>). These procedures detail the requirements for numbering and marking university owned assets, the conditions and limits for

Policy Simplification

Renew and update

2012 - 156 Admin policies

Financial Affairs - 116

Internal Audit - 3

Human Resources - 30

UTS - 4

Facility Services - 3

2017 - 77 Admin policies

Financial Affairs - 40

Internal Audit - 3

Human Resources - 27

UTS - 2

Facility Services - 5



Major changes to: AP01, EOI, Fraud, Legal Services, President's Awards, Tuition Assistance, Customs&Traffic(various); Honorariums (withdrawn); Asset Disposal; Bookstore charges; Cash Control; Fair Trade Purchasing; Accommodations for Employees; Strategic procurement (various);

New this month:

<http://www.mcmaster.ca/bms/pdf/JournalEntryPolicy.pdf>

Review your Procedures

- Please review your procedures and requirements
- Please don't add back requirements that have been taken out of University and Administration Policies.
- Please feel free to ask why
- Please feel free to make suggestions to simplify policies

Importance for Policies to be reviewed periodically

- For current day relevance
- Changes in legislation (e.g. BPSAA)
- Request from departments/individual (e.g. Gifts and Gratuities)
- Good practice of adding simplification
 - Without compromising control
- Mosaic
 - Increased compliance/built in approval level

How to review policies?

- Annual review of policies and procedures
 - Higher risk areas need more frequent review (e.g. Disposal of University Surplus Assets)
 - Review doesn't always mean change
 - Just means validate for current feasibility
- Analysis of the appropriateness of policies
 - (e.g. AODA/Sustainability Policy-now part of our RFX documents)

Did you know?

- Prior to 2012, Purchasing Resources governed 25 policies
- Currently, operational under 1 main policy (SP-01)
- SP supports 8 other policies



- To Delete or Not Delete-That's the Question:

- *Examples of SP Policies that were removed:*

- P-030 "Establishing New Policies & Procedures"
- P-040 "Changing Existing Policy & Procedures"
- P-300 "Purchase Order Expediting"
 - Mosaic provides compliance & processing efficiency
- P-330 "Systems Contracts"
 - Mosaic facilitates more efficiency in processing POs



- On the radar...

- Examples of possible upcoming changes to Policies:

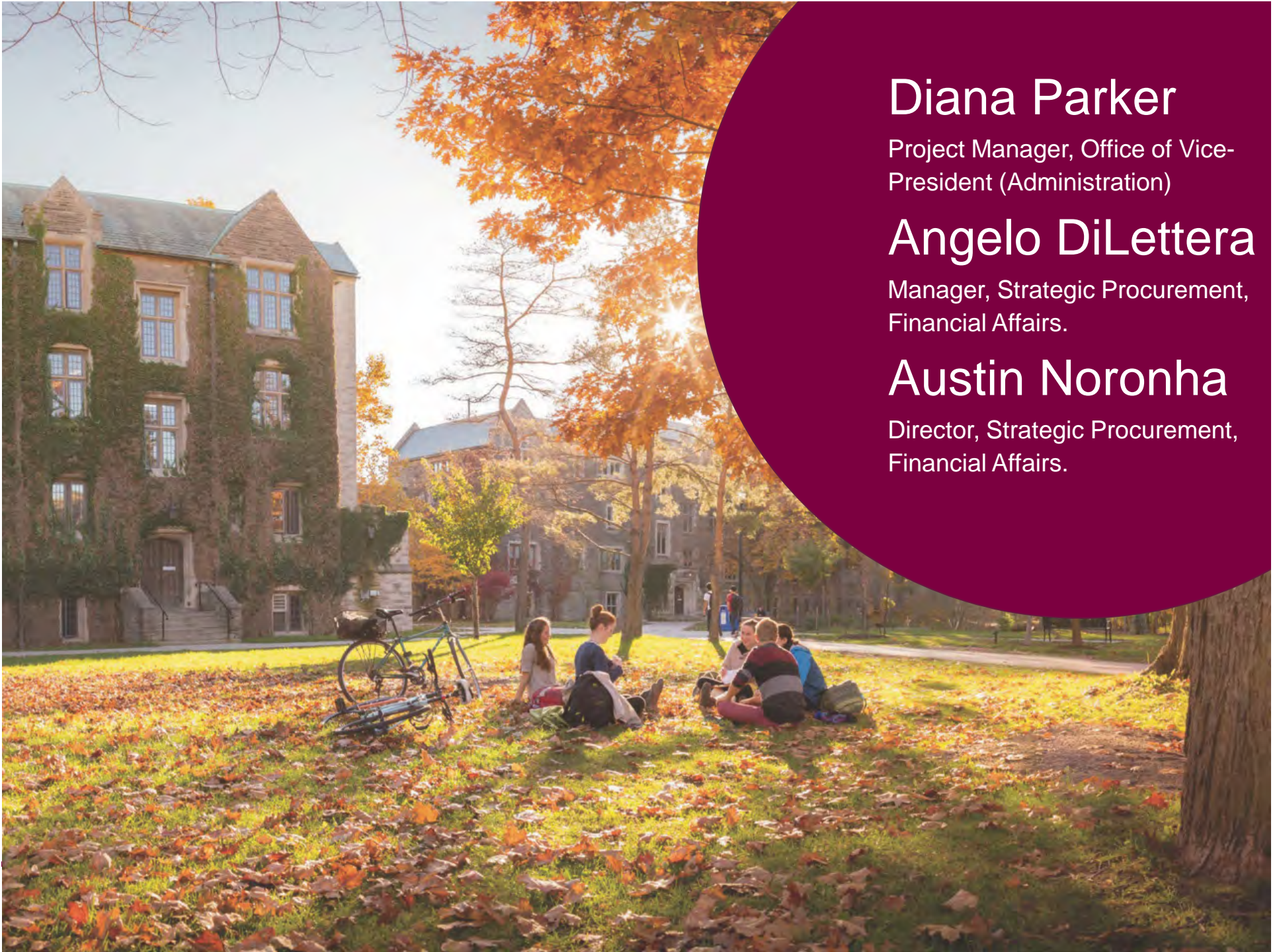
- CETA/CFTA (new Trade Agreements)
 - Contract awards/bid process
- Bill 148
 - \$15 Minimum Wage/ICQ form

Today's Policy Webpages

- <http://www.mcmaster.ca/policy/#>
- <http://www.mcmaster.ca/vpadmin/policies.html>
- http://www.mcmaster.ca/bms/BMS_Policies_Procedures.htm

Please LINK, don't Mirror

Know: Execution of Instruments



Diana Parker

Project Manager, Office of Vice-President (Administration)

Angelo DiLettera

Manager, Strategic Procurement, Financial Affairs.

Austin Noronha

Director, Strategic Procurement, Financial Affairs.




Harmonizing Accounts

Your All-Access Pass to
How our Account Numbers
Work

*2017 Financial
Forum*

November 21, 2017



Harmonizing Accounts

Agenda

- § Your Presenters
- § Help?
- § What's the Big Deal?
- § Anatomy of a Journal Entry
- § Revenues & Expenses
- § Recoveries
- § Capital Assets
- § Transfers
- § Salary accounts

Your Presenters

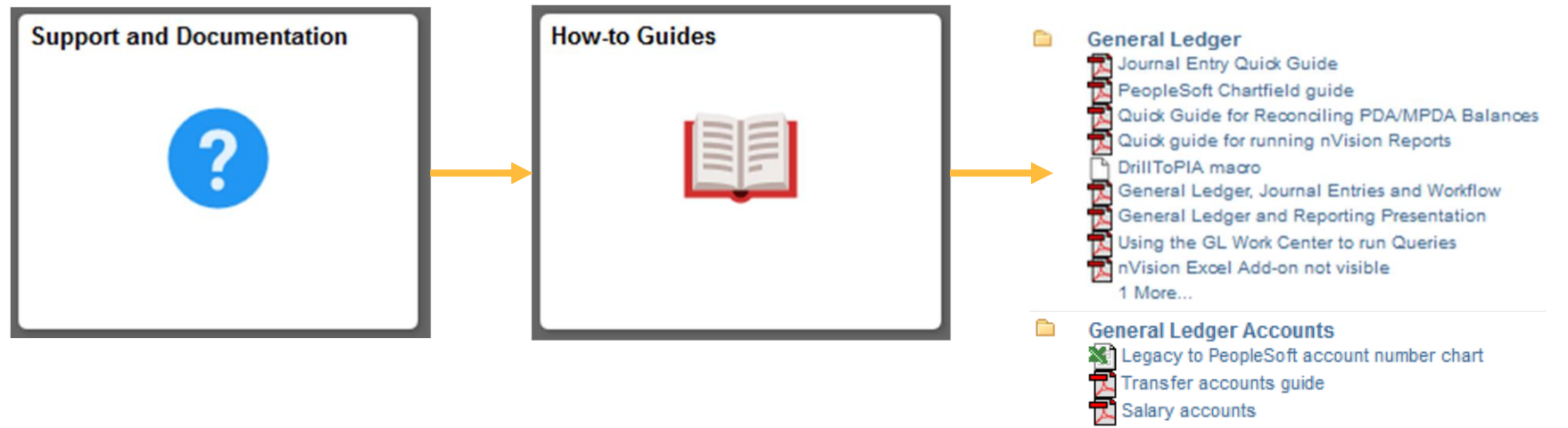
Lou Mitton, CPA, CMA, MBA
Director, Budgeting Services
mittonl@mcmaster.ca or x. 24316

Dennis Tavares, CPA, CA
Senior Accountant, Financial Services
tavard@mcmaster.ca or x. 20829

Need Help?

- § Accounts Payable – aphelp@mcmaster.ca
- § Accounts Receivable – acctrec@mcmaster.ca
- § Workflow – finworkflow@mcmaster.ca
- § Financial Services General Inquiries – finserv@mcmaster.ca
- § Labour Distribution - sylvest@mcmaster.ca
- § Research Project Statement – assadaf@mcmaster.ca
- § Hyperion - morronep@mcmaster.ca
- § HST Related Inquiries – hst@mcmaster.ca

Need Help?



What's the Big Deal?

Statistics – May 1, 2016 to April 30, 2017

Journal Entries

- § 581 unique users with entries
- § 32,856 journal entries
- § 902,643 total lines
- § \$19,550,626,932 of journal entries

Vouchers

- § 804 unique users
- § 135,099 vouchers entered
- § 238,832 total lines

It is up to each user to ensure that the most appropriate account number is used.

Journal Entries

What is a Journal Entry?

- § A way to record a transaction in the records or “books” of an organization
- § Consists of:
 - § A description
 - § A date
 - § Amounts recorded as Debits (Dr.) or Credits (Cr.)
 - § At least two lines of parameters (i.e. Chartfield)

Journal Entries

Policy and Guidelines

§ Policy link:

<http://www.mcmaster.ca/bms/pdf/JournalEntryPolicy.pdf>

§ Guideline link:

<http://www.mcmaster.ca/bms/pdf/GuidelineJournalEntries.pdf>

Journal Entries

Line Parameters, a.k.a. The Chartfield

Consists a combination of the following:

§ Business Unit (BU)

§ Fund

§ Account

§ Department

§ Program

§ Project*

§ *Project Costing (PC) BU

§ *Analysis Type

§ *Activity

§ *Resource Type

Journal Entries

Account Number

The account number in a Chartfield:

- § Brings meaning or substance to the transaction, and
- § Provides a way to store, categorize, structure and segregate transactional data for internal and external reporting

Journal Entries

Account Number: Example

Does this have any meaning?

BU	FUND	DEPT.	PROGRAM	DR.	CR.
MAC01	20	10385	30000	\$10,000	
MAC01	20	10511	30000		\$10,000

How about this?

BU	FUND	ACCT.	DEPT.	PROGRAM	DR.	CR.
MAC01	20	600001	10385	30000	\$10,000	
MAC01	20	600001	10511	30000		\$10,000

Journal Entries

Chartfield Categories

Ownership / Responsibility:

- § Business Unit (BU)
- § Fund
- § Department
- § Program
- § Project*

Tracking Within Projects:

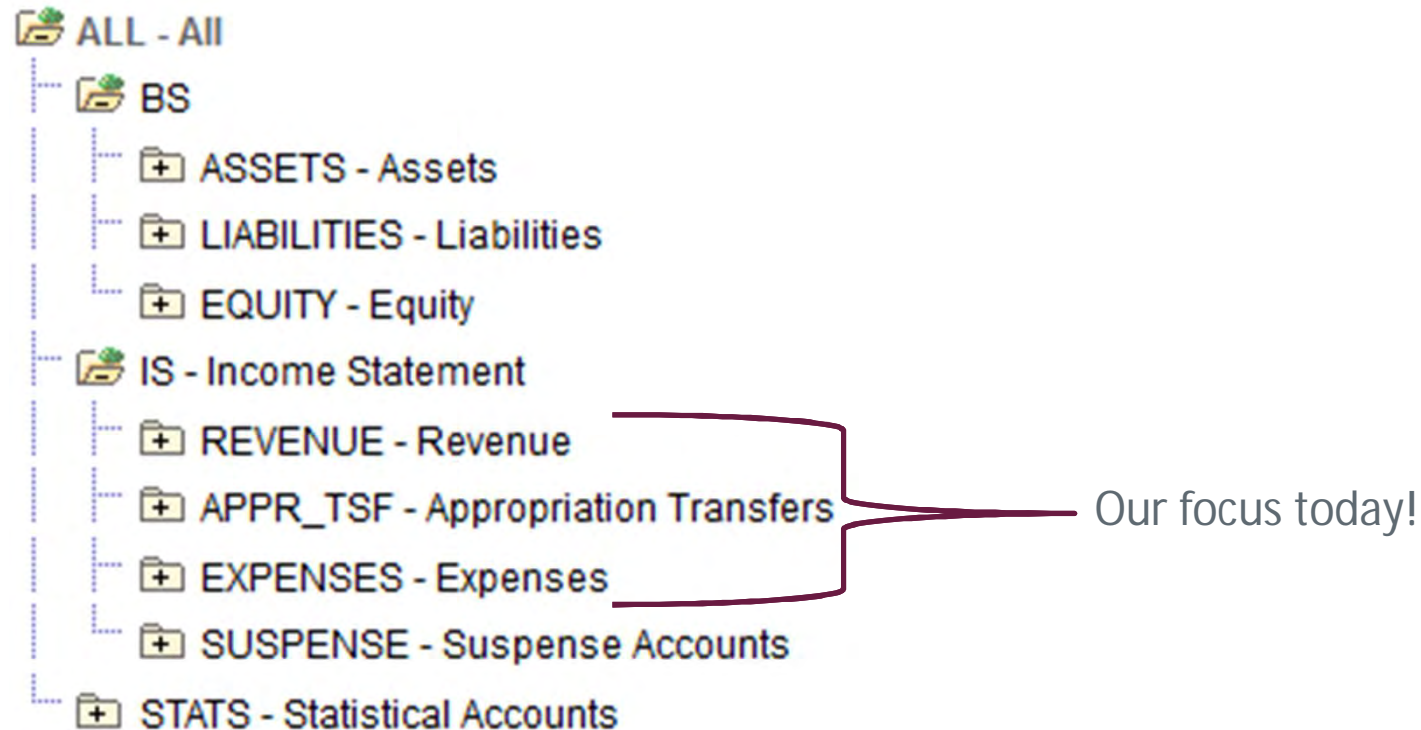
- § *Project Costing (PC) BU
- § *Analysis Type
- § *Activity
- § *Resource Type

Substance of Transaction:

- § Account

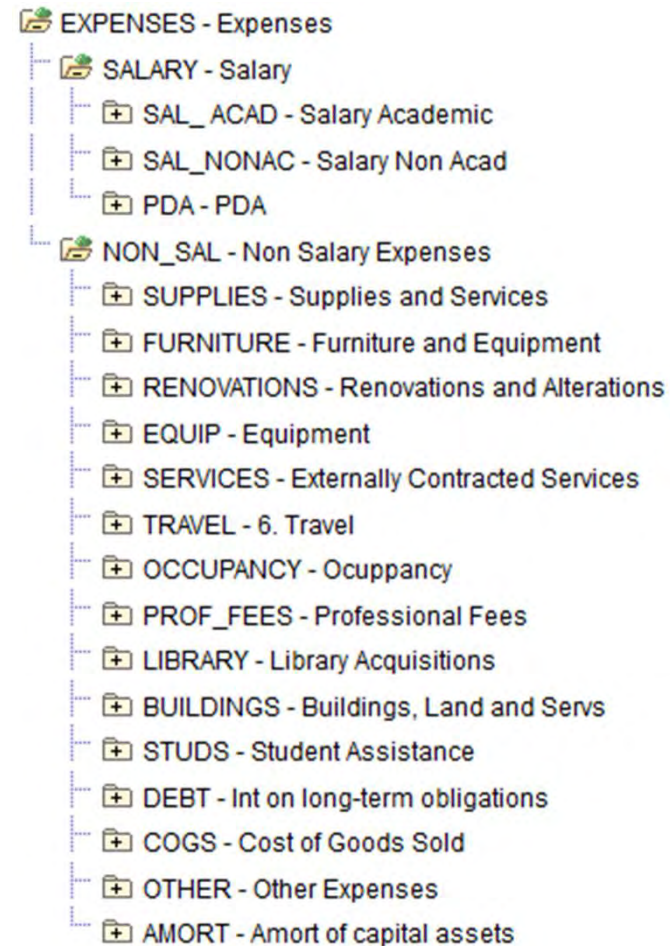
The Mosaic Account Tree

Summary View



The Mosaic Account Tree

Revenues & Expenses



Recoveries

Overview

Types of Recoveries:

Internal: To another department within McMaster (MAC01).

External: To an external entity*.

* We have inter-company accounts with external entities (e.g. #210515 – MSU). As such, a recovery via a journal entry does not guarantee it is an internal recovery.

Recoveries

Internal Recoveries

Internal Recoveries should use account numbers within the same Parent Node and where possible the same account number should be used.

For example, salary recoveries should use salary accounts for both the debits and credits of the journal entry. This minimizes allocation misstatements.

Dr. #500001 – FT Academic Salaries \$10,000

Cr. #500801 – Recovery Academic FT \$10,000

This keeps the overall wage expense for the University untouched.

Dr. #808000 – INT Recoveries \$10,000

Cr. #500801 – Recovery Academic FT \$10,000

This would show that we spent \$10,000 less on salaries.

Recoveries

External Recoveries

External Recoveries should use account numbers in the #490000 to #499000 range.

Capital Asset Accounts

Overview

Used to capture expenditures that have a useful life of greater than 1 year.

In accordance with Capital Assets Policy:

<http://www.mcmaster.ca/bms/pdf/capassets.pdf>

Capital Asset Accounts

Common Categories

Equipment, Furniture & Vehicles > \$5,000

#610000 – Equipment Major

#610015 – Office Furniture & Fixtures

#610010 – Vehicle Purchases

Capital Asset Accounts

Common Categories, Continued

Computer Equipment > \$2,000

#610030 – Equipment – Computer

Computer Software & Systems* > \$5,000

#610040 – Computer Software

* Does not include periodic licenses (i.e. annual subscriptions)

Capital Asset Accounts

Considerations

When considering the cost of an asset:

Include:

- § Net HST
- § Freight & delivery charges
- § Set-up costs
- § Foreign exchange

Exclude:

- § Warranties or maintenance agreements
- § Training

Transfer Accounts

Overview

The movement of funds between internal departments, budget envelopes, or funds within McMaster University with no impact on consolidated financial results.

e.g. Provost support of Faculties, Operating matching funds to Capital or Research

Transfers should disappear when consolidated

Transfer account decision tree

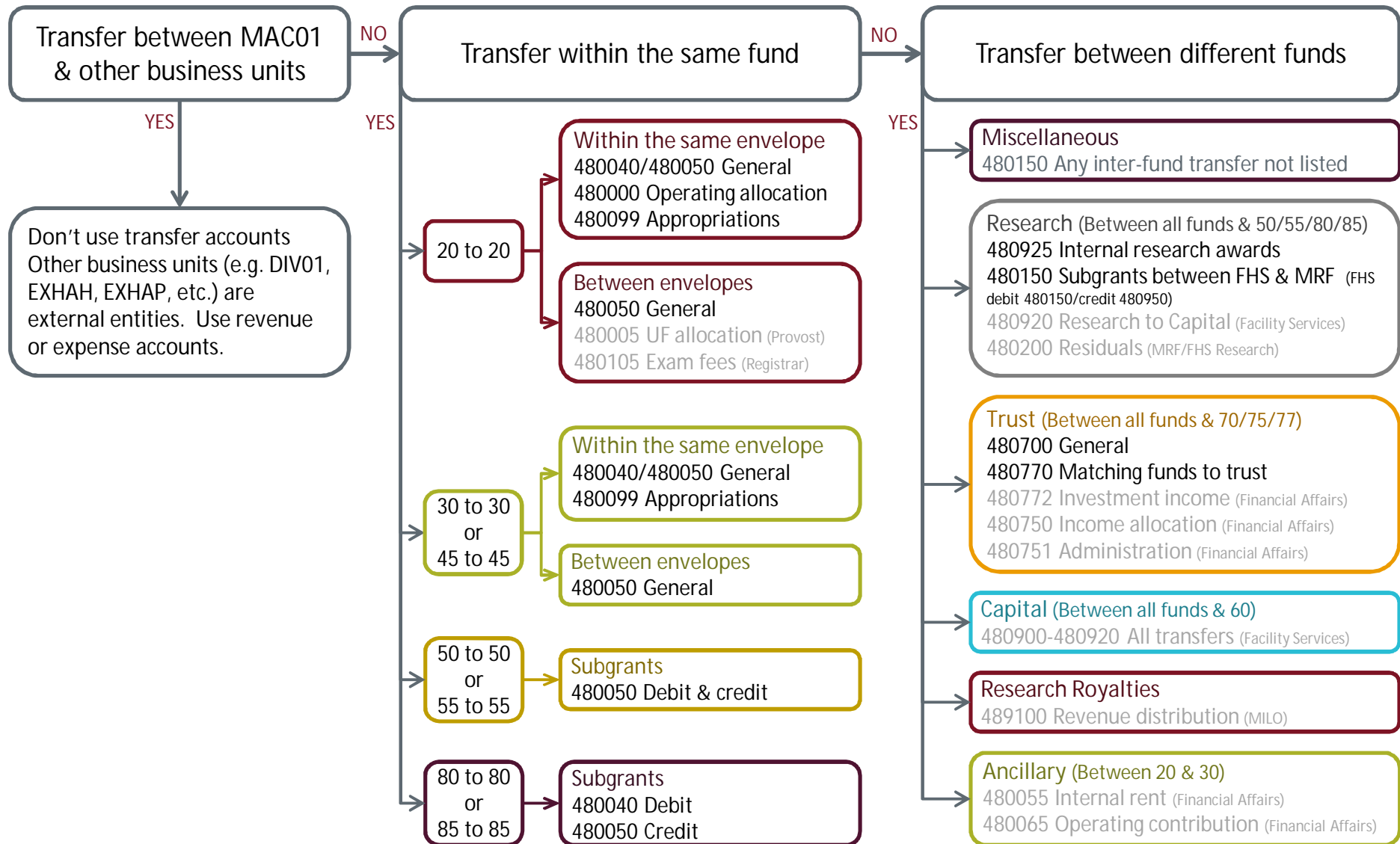
DO use transfer accounts on journal entries

DO use the same transfer account on both sides of the entry

DO use the accounts in black below

DON'T use on deposits, vouchers, purchase requisitions, etc.

DON'T use the accounts in gray below (reserved for the offices as shown)



Transfer Accounts

Example #1

Department A bought supplies worth \$1,000 on account 600001 and is splitting the 50% of the cost with Department B, which is in the same envelope.

Incorrect:

Dept B Dr. 20-600001 Materials & Supplies	\$500	
Dept A Cr. 20-480050 Int Rev Trnsfr-within FUND		\$500

Preferred:

Dept B Dr. 20-600001 Materials & Supplies	\$500	
Dept A Cr. 20-600001 Materials & Supplies		\$500

Transfer Accounts

Example #1 (continued)

Department A bought supplies worth \$1,000 on account 600001 and is splitting the 50% of the cost with Department B, which is in the same envelope.

Incorrect:

Dept B Dr. 20-600001 Materials & Supplies	\$500	
Dept A Cr. 20-480050 Int Rev Trnsfr-within FUND		\$500

Also correct:

Dept B Dr. 20-480050 Int Rev Trnsfr-within FUND	\$500	
Dept A Cr. 20-480050 Int Rev Trnsfr-within FUND		\$500

Also correct:

Dept B Dr. 20-480040 Int Rev Trnsfr-within ENVELOPE	\$500	
Dept A Cr. 20-480040 Int Rev Trnsfr-within ENVELOPE		\$500

Transfer Accounts

Example #2

Operating Department A shares \$10,000 of revenue from student fees with Ancillary Department B

Incorrect:

Dept A Dr. 20-480050 Int Rev Trnsfr-within FUND	\$10,000	
Dept B Cr. 30-480050 Int Rev Trnsfr-within FUND		\$10,000

Correct:

Dept A Dr. 20-480150 Int Rev Trnsfr-BETWEEN FUNDS	\$10,000	
Dept B Cr. 30-480150 Int Rev Trnsfr-BETWEEN FUNDS		\$10,000

Transfer Accounts

Example #3

Divinity College reimburses McMaster for credit card fees of \$100

Incorrect:

Dr. DIV01-20-480150 Int Rev Trnsfr-BETWEEN FUNDS	\$100	
Cr. MAC01-20-480150 Int Rev Trnsfr-BETWEEN FUNDS		\$100

Correct:

Dr. DIV01-20-750002 Bank Charges	\$100	
Cr. MAC01-20-750002 Bank Charges		\$100

Transfer Accounts

Complete Account Matrix

www.mcmaster.ca/bms/pdf/tran_accounts.pdf

Fund:	20	30	45	50/55	60	70/75/77	72/78	80/85
	Operating	Ancillary	Specifically Externally Funded	Research	Capital	Trusts & Endowments	Cost of Practice	FHS Research
1. Transfers within the same Fund								
General transfers								
Within the same budget envelope	480040	480040	480040					
To/from a different budget envelope	480050	480050	480050					
Specific transfers								
Operating allocation	480000							
University Fund specific allocations	480005							
University Fund funded priorities	480010							
Appropriation transfers	480099	480099	480099					
Deferred exam fee transfers	480105							
Internal research subgrants				480050				480040 Dr 480050 Cr
Research residuals				480200				480200

Salary Accounts

Overview

Salary accounts are used to track payments by type of employee. The account should reflect the compensation group and type of appointment.

e.g. Full-time (permanent) faculty, part-time (contract) staff, hourly

Salary Accounts

Account by Union Group

www.mcmaster.ca/bms/pdf/lab_ben_map.pdf

Salary accounts by union group

Code	Union Group	Account
CFA	Clinical Faculty	500001 Academic Full Time
		500005 Academic Ceiling Guarantee
		500131 Academic Teaching Track
		500111 Academic Admin Stipend
		500002 Academic FHS Stipend
		500121 Academic Contractually Limited Appointment
		500141 Academic CAWAR
CLF	Clinical Fellows	501007 Salary Post-Doctoral Fellows
CLS	Clinical Scholar	501016 Clinical Scholars
CP1	Teaching Assistants CUPE Unit 1	522001 TA Graduate In Time FT
		522002 TA Graduate Over Time/Non Mac
		522011 TA Undergraduate
CP2	Sessional Faculty CUPE Unit 2	501012 Salary Sessional Lecture PT

Salary Accounts

Considerations

When determining the salary account, remember:

1. Don't use 541099

§ System-generated when account is missing

2. Use 501012 for CUPE sessional faculty

§ All other sessional part-time teaching including overload should use 501001

3. Full-time means permanent, part-time means contract

§ Contract staff working 35 hours should use 541001

Questions? Chris Sylvester x 24766 sylvest@mcmaster.ca





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A Crescendo of Data

Business Intelligence at
McMaster University

*Institutional
Research & Analysis*





Business Intelligence (BI) refers to technologies, applications and practices for the collection, integration, analysis, and presentation of business information. The purpose of **Business Intelligence** is to support better business decision making.

BI Development Context

■ University's Intent

- To begin BI after the ERP systems were installed and had some opportunity to settle and mature
- BI kickoff event in Fall 2016.
- Research Administration development began Winter 2017.

■ Why Research Administration first?

- Condition/maturity of the data.
- Urgency of the need e.g. are alternatives available?
- Scope and suitability as a first project – small and defined.
- Readiness & availability of subject matter experts to participate in the project.

■ Research is a key strategic goal of the University.

- Two part: Research Awards and Research Accounting.



Business Intelligence Development Timeline

Research Awards

■ Summer 2016

- Decision to use Oracle's OBIA in place of EPM.
- Research Awards selected as the first subject area for BI development.
- Business requirements gathering began with input from McMaster Research offices and Faculties.
- Beginning of data-modelling process: finding where relevant data is stored, and the rules and logic applied to give that data meaning.

■ Fall 2016

- Installation & configuration of hardware & software.
- Dimensional modelling of data for easy reporting.
- Oracle licensing finalized for ODI and OBIA.

■ Winter 2017

- ETL development and data loading begins.
- Data source changed from EPM to copy of Production.
- Report design is finalized with the business team.

■ Spring 2017

- Report development begins
- Data and report testing with the implementation team and users.



BI Projects Underway or Completed

- Research Awards, released July 2017
 - Available to University Executives, Deans, Associate Deans of Research, Directors of Finance and Administration, Research Office Staff.
- Research Accounting, releasing November 2017
 - Releasing to same group as Research Awards, plus Department Chairs and Administrators.
- HR Payroll, anticipated release Spring 2018
 - Costing Model for collective bargaining and assessing impacts of proposed changes (e.g. from new legislation like Bill 148)
- Student Analytics, development beginning Summer 2018.
 - Multi-phase release including:
 - International Student Admissions and Performance Analysis
 - Course Planning & Enrolment Management
 - Student Performance and Retention, Faculty Workloads, Graduate Student Funding and much more to come!

Research Administration

Facts Available

Research Awards

- Awarded Installment Total
- Applied Installment Total
- Awarded Total Amount
- Applied Total Amount
- Success Rate by Dollar Amount
- Success Rate by Number of Projects

Research Accounting:

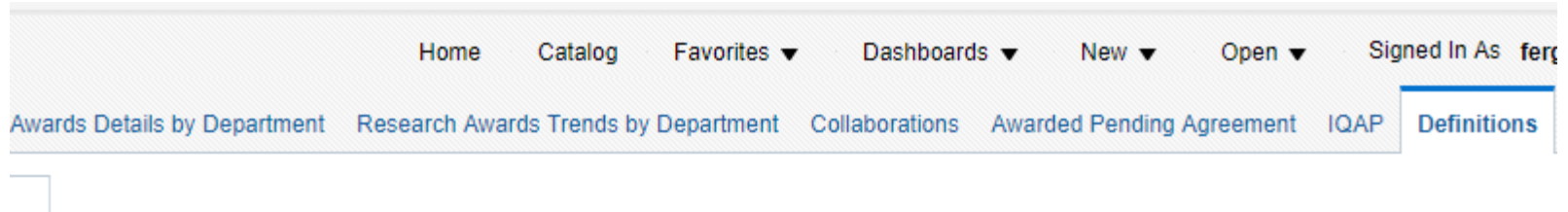
- External Research Funding
- Internal Transfers
- Expenditures
- Commitments
- Overdrafts

Dimensions Available

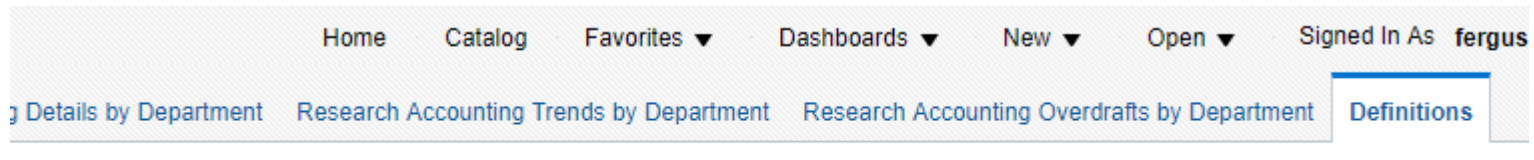
- Faculty
- Department
- Principal Investigator
- Sponsor
- Sponsor Program
- Sponsor Classification
- Sponsor Country
- Sponsor Category (Federal Government, Corporate, Ontario Provincial Government, etc)
- Expenditure Category (Salaries, Equipment, Travel, Materials, etc, Research Accounting only)
- Award Type (Student/Non-Student, Research Awards only)
- Funding Source (Sponsor/Original Sponsor, Research Awards Only)
- McMaster Research Office (Research Awards only)

Research Administration

Research Awards Dashboard:

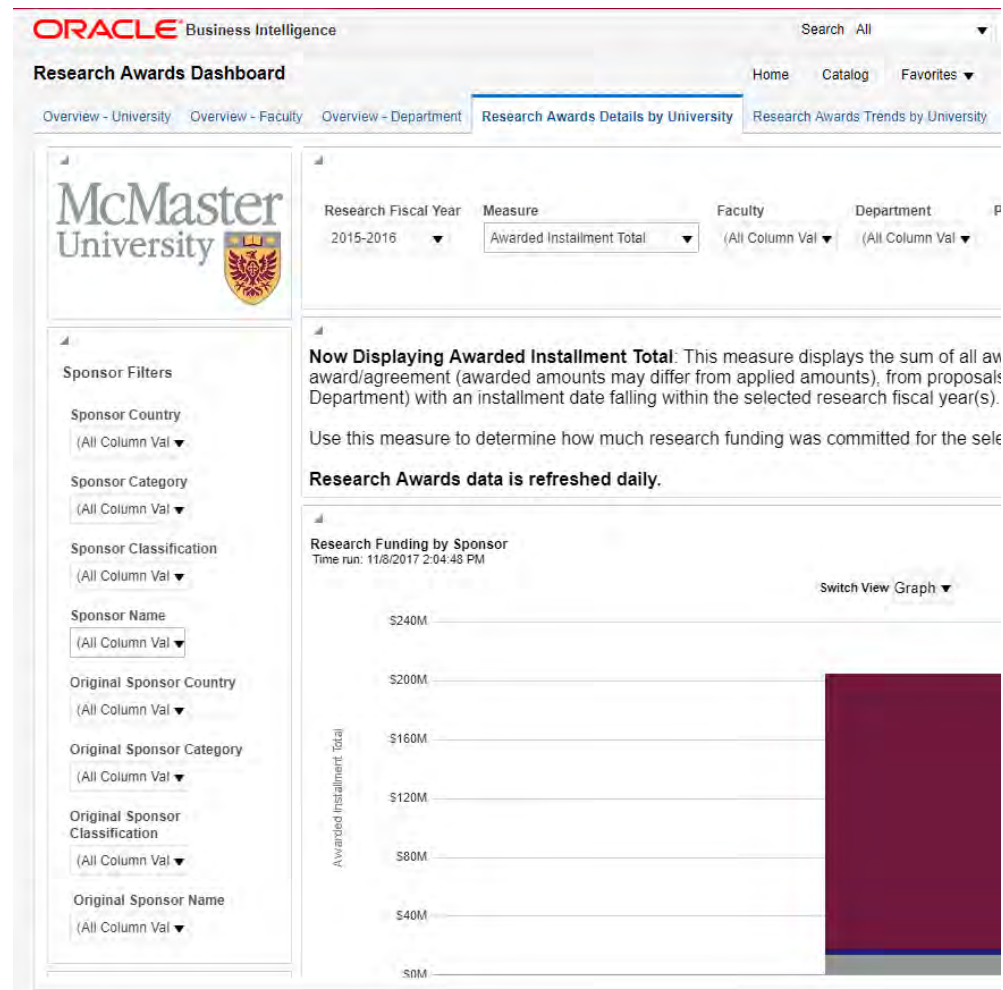


Research Accounting Dashboard:

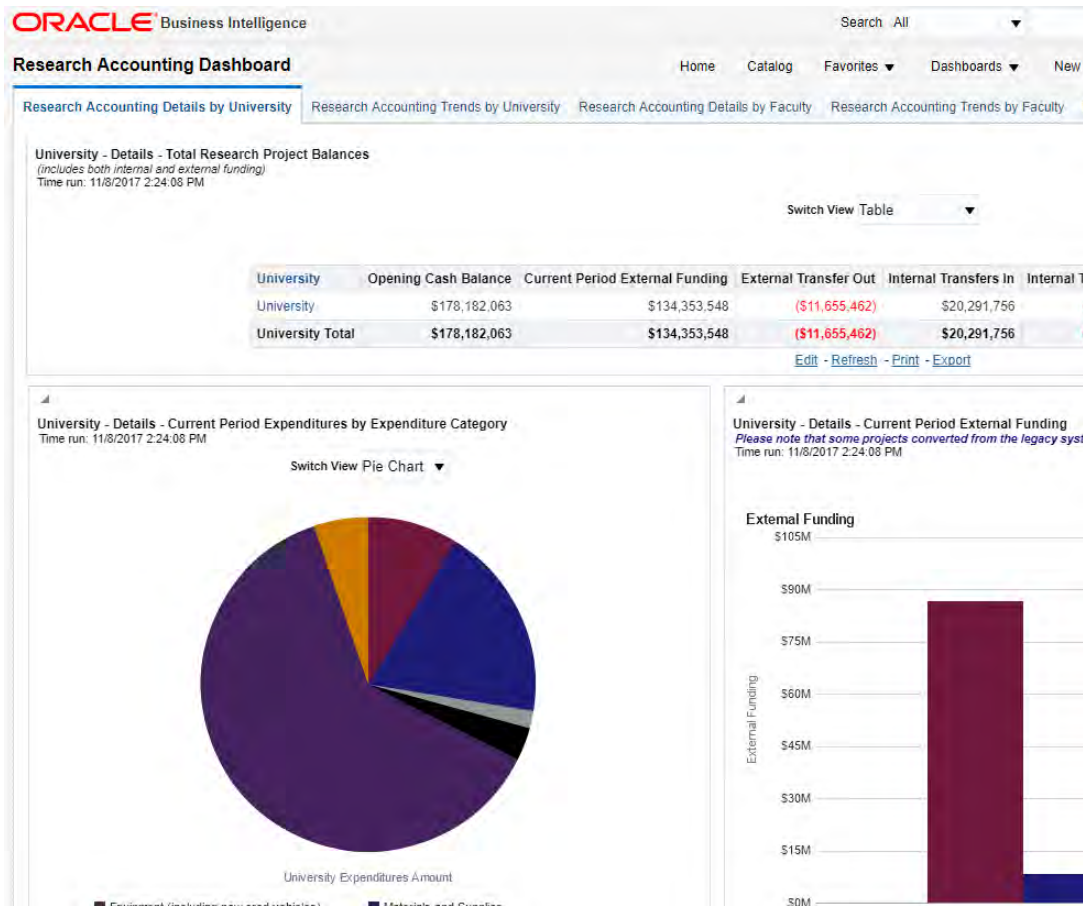


Research Awards

- Detailed breakdowns by Research Fiscal Year of how much funding was applied for and awarded by each sponsor.
- Funding can be broken into installments or viewed as a single total award.
- Includes success rates for key sponsor programs such as NSERC Discovery Grants.
- Aggregation by Sponsor, Faculty, Department, Principal Investigator



Research Accounting



- Based on same data and logic as the Research Project Statement
- For the first time users will be able to answer questions like 'How much funding was received by my Faculty (not awarded) in a given year?'
- Includes data on funding, transfers, expenses and commitments.
- Includes drill-downs on Sponsors, Departments and Expenditures.



Live Demo
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