



Chart of Accounts Redesign

The Journey Continues...



Agenda



I. Current Schedule

- Where we have been?
- Where are we going?

II. Established Working Groups overview

III. Accountability Project Partners

IV. Chart Principles and Structure – *Confirmed*

V. Next Steps

VI. Q&A





Where we have been

Where we are going



Where we have been...



Dec 2020 – April 2021	Initial project activities, formation of Core project team Stakeholder and discovery sessions
May 2021	Website and MS Teams go live Townhall 1
June 2021	Workshops, Call to Action Townhall 2
July 2021	Office Hours Present to SVP, Exec Council, and Deans on Chart impacts Accountability Project Partners Initiative, Working Groups established Collect Inventory of Integrations, Reports and Custom Code
August 2021	Established Development Environment Transitioned to Project Phase 2 Townhall 3 Finalize Structure Principles Validate and Prioritize Inventory of Integrations, Reports, and Custom Code



Don't Let "Perfect" Be the Enemy of "Good"

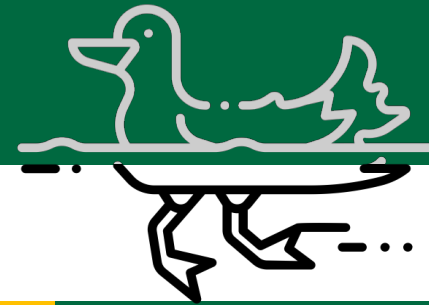


Where we are going...



September 2021	Development of prioritized items begins Townhall 4 – information session and Q&A (<u>September 9</u>) Unit Crosswalk worksheets due (<u>September 24</u>)
October 2021	Initial crosswalk complete for upload on October 1 (<i>core team</i>) Security Recommendations Complete First Mock Conversion - October 18
November 2021	Chart Elements Principles Finalized – Design, Definitions, etc.
December 2021	Final Crosswalk Complete December 10
January 2022	Second Mock Conversion - January 10 User Acceptance Testing - APPs
Spring 2022	Third Mock Conversion - March 18 COA Boot Camp – All-day of seminars and workshops - April Update Training Sessions and Material
July 2022	GO LIVE!

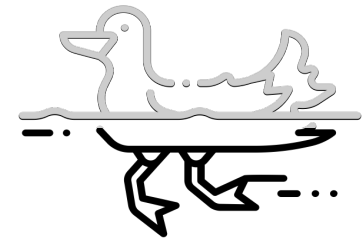




Working Groups

Call to Action

Established Working Groups

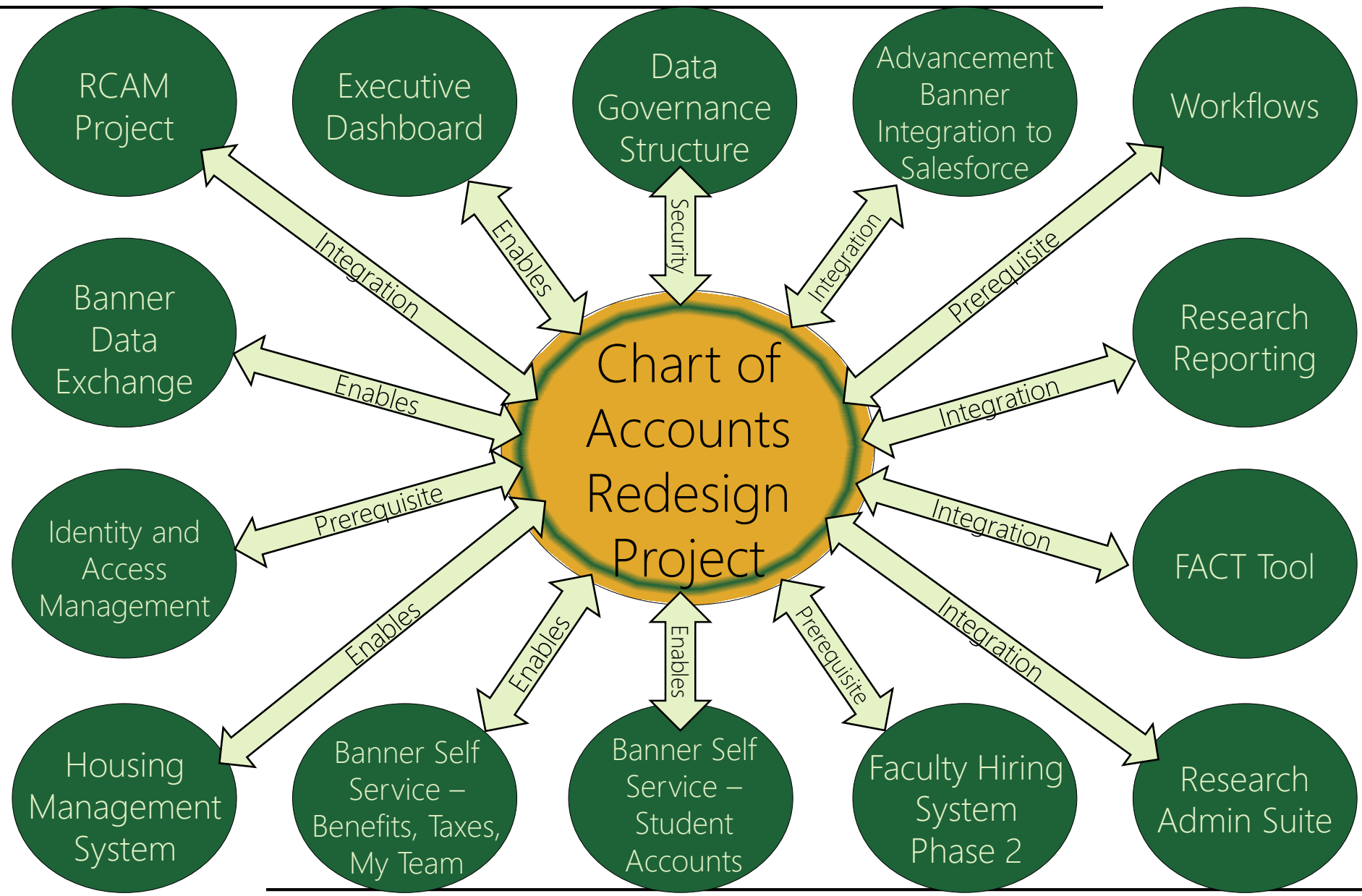


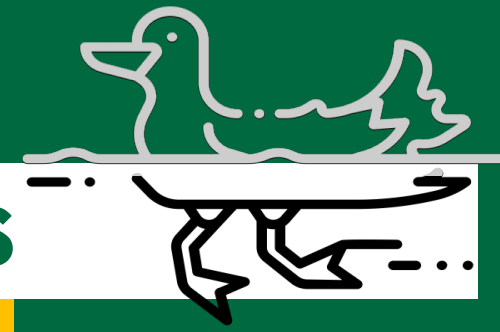
- Account Working Group – Lead: Aileen Miller
 - Develop best practices, principles for the “Account” segment structure and hierarchy of the new Chart
- Reporting Working Group – Lead: Judy Fortin
 - Standardize and update reports for the varying needs and analytical requirements of the University
- Security Working Group – Lead: David Namiotka
 - Recommend strategy for Banner Finance chart-based security to allow transactional continuity
- Technical Working Group – Lead: Chris Gay
 - Gather and evaluate inventory and assess current integrations, custom code, systems, and reports potentially impacted by the Chart redesign.
 - Develop testing environment and plan for implementation





Related Project Dependencies and Impacts



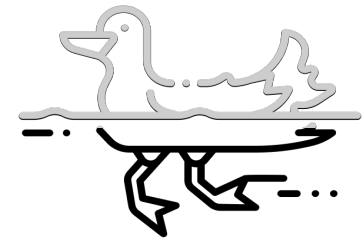


Accountability Project Partners

Call to Action



Accountability is key!



- Accountability Project Partners --
 - Have sufficient knowledge of their unit's core processes
 - Have the authority to make decisions on behalf of the unit leader about changes to process or structure.
- Accountability Project Partners will --
 - Inform others within unit about the Chart of Accounts redesign project
 - Ensure impacted processes and projects have been considered
 - Play a key role in testing prior to go live
- Unit leadership has selected the following individuals because they are comfortable and confident in having them speak on their behalf and expect their "Accountability Project Partner(s) to keep them informed as to when attention/decisions are needed on critical items.





Chart Structure and Principles

Charting a new path

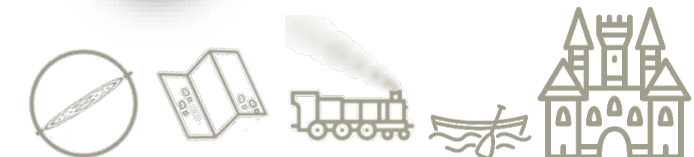


“FOAPAL” – The Accounting String



- 🔑 **Fund:** Source of Money/Related Restrictions
- 🔑 **Organization:** Who is Responsible?
- 🔑 **Account:** What?
- 🔑 **Program:** Why?
- 🔑 **Activity:** More Tracking (Optional)
- 🔑 **Location:** Where? (Optional)

REMINDER





A closer look into FOAPAL

'Fund'ing for a crowd



Fund: Source of Money/Related Restrictions

Fund:
How am I paying?
E&G
Auxiliaries
Grant

- Foundational element in Banner – required for all transactions
- Facilitates compliance – source of funds and related rules
- Fund Types – allow grouping of Funds for reporting and rule definition
- Hierarchy also provides structure for reporting
- Funds may be used across Orgs or defaulted to a single Org value

REMINDER

General rule: Any funding source that needs to be tracked across multiple fiscal years should be a separate fund.





- **Fund Types** (Currently labeled L1 and L2 in Microstrategy)
 - Two levels in Banner
 - Enable certain controls in Banner (carryforwards, default overrides)
- **Fund Hierarchy** (Currently labeled L3 and below in Microstrategy)
 - Allows grouping for meaningful reporting
 - Multiple levels available via "predecessor" assignment
 - Attributes applied to map to Cardinal for Commonwealth reporting

All Funds within a single branch of the hierarchy must carry the same fund type





➤ “Level 1”

- Topmost level – industry standards for financial management

➤ “Level 2”

- Level at which controls/rules are applied
- Group funds with ‘like’ rules to maintain the fewest types
 - Fewer types allows for greater ‘mobility’ within the chart
 - More types allows more granular application of rules/controls



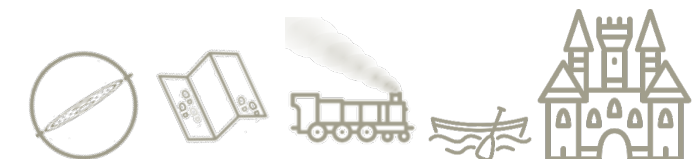


➤ “Level 3”

- Topmost level in Predecessor Fund grouping (not “Fund Type”)
- Align to Mason’s management/reporting needs
- Level at which Cardinal mapping is assigned (generally)

➤ “Levels 4 - 6”

- Data entry levels
- Most granular tracking will be at L6 (e.g., sponsored funds, individual-specific funds)
 - intermediate levels provide groupings for summarization/drilldown



Example Funds in Hierarchy



Fund Types		Fund Values/Hierarchy			
Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Current Unrestricted	E&G	E&G	E&G	--	--
	Indirect Cost Recovery (ICR)	ICR Internally Funded Projects	<i>ICR Internal Grant Programs</i>	<i>ICR Internal Grant Programs</i>	Individual ICR, Projects
	Carryforward	Pool, Startup, Self Supp, Student Research	<i>Pool, Startup, Self Supp, OSCAR</i>	<i>Pool, Startup, OCPE Programs, Mason Impact Grts</i>	Individual Funds, Projects, Grants
	Auxiliary Enterprise	AE State	Univ Services Intercoll Athletics	CDC, Dining, CA ICA, Field House	
Current Restricted	Grants & Contracts Financial Aid Other Restricted	Federal G&C Non-Federal G&C Federal Fin Aid State Restricted	NSF, Dept of Ed GMUF, State, Private Dept of Ed State Research App?	NSF Grts, NSF Ctrct Pell, SEOG	Individual projects Funds - Award Yr
Loan	Student Loan	Federal Non-Federal	Perkins, NDSL State, Private		
Plant	Plant	Unexpended Plant Debt Service	AE, Bonds, Approp Retirement of Debt	AE, 9C Bds, 9D Bds	Leading 9 projects





A closer look into FOAPAL

Talkin' 'bout my 'Organization' - *The Who*



Organization: Who is Responsible?

Organization:
Who am I?
President's Office
College of Science
University Life

- Foundational element required for Revenue & Expenses
- Should reflect operational/functional organization of the institution
- Hierarchy facilitates security and reporting for aggregate functional areas
- Orgs can have multiple Funds – allows holistic reporting for a unit
- Principles for each hierarchy level will create consistency across Mason

General rule: Any functional unit with personnel should be represented by a unique org.

REMINDER



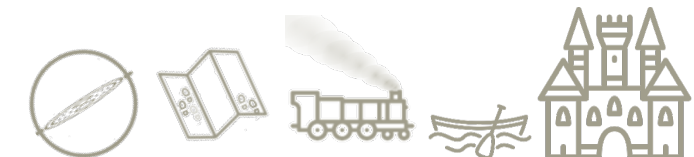
Organization Hierarchy



- Primary segment to reflect our operating structure
- Hierarchy principles

	Academic Units	Administrative Units
Level 1	Consolidated University	
Level 2	Executive Level (President, Provost, SVP)	
Level 3	Colleges	Major Divisions
Level 4	Academic Schools	Admin Sub Divisions
Level 5	Academic Departments	Admin Units
Level 6A*	Department/Unit Operations	
Level 6B*	Initiatives/Self-Supporting Activities	

* Indicates transactional level



Organization Hierarchy



➤ Level 3

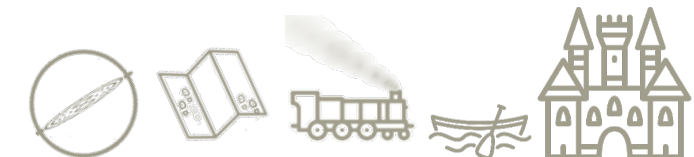
- Colleges/Administrative Divisions
- *New:* Institutional multidisciplinary initiatives

➤ Level 4

- Academic Schools/Administrative Subdivisions
- College level initiatives:
 - Research Centers & Institutes
 - College-led non-traditional/Multidisciplinary efforts

➤ Level 5

- Academic Departments/Administrative Units



Organization Hierarchy – Data Entry Levels

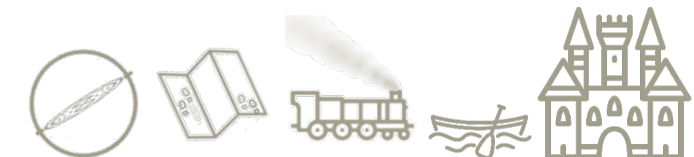


➤ Level 6A

- Transactional level
- Provides for sub-operating units within a Department/Admin Unit where needed
 - Departmental Centers/Institutes
- For many Departments/Admin Units, may be redundant with L5

➤ Level 6B

- Most granular level for Organizations which will roll up to a L6A
- Expect usage in limited pockets of University (ICA, Student Involvement, GEO)



Example Organizations in Hierarchy



Level 2	Level 3	Level 4	Level 5	Level 6A	Level 6B
Executive Administration	President's Office Advancement University Counsel	President's Office University Counsel	President's Office University Counsel	President's Office Administration, External Affairs, University Counsel	
Provost	College of Visual and Performing Arts, College of Engineering & Computing	Admin & Student Services CVPA Academics, VSE, School of Comp College Research Centers & Institutes	Academic Administration Music Center for Secure Information	Student Affairs, Music General Development, Marketing Center for Secure Info	Mason Arts Production – Music
	Division of Enrollment Management Multidisciplinary	Financial Aid Global Education Office	Financial Aid Administration Global Education Office	Office of Student Financial Aid GEO Programing	Global Gateway
	Library	Library	Library Operations	Virtual Library	
SVP Finance & Administration	Facilities Finance Business Services	Facilities, Fiscal Services, Business Services	Facilities Administration Fiscal Services, Child Development Center	Project Admin Purchasing, Std Accts, CDC Operations	

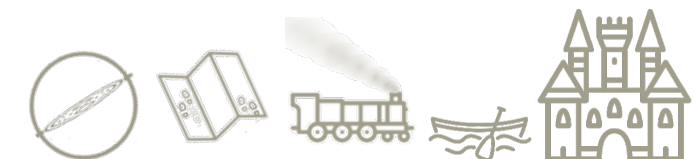


Financial/Academic Alignment



	Financial Org Hierarchy	Academic Data Elements
Level 3	Colleges	College
Level 4	Academic Schools	Division
Level 5	Academic Department	Department

- Creating consistent alignment between Financial Chart and Student Data is a critical project goal
- Minor realignment or expansion of Academic Data Elements needed in some colleges
- Once aligned, requires change management process to maintain integrity





A closer look into FOAPAL

Accounting for 'Accounts'



Account: What?

Account:
What am I doing?
Salary
Supplies
Travel

- 🔑 Foundational element in Banner – required for all transactions
- 🔑 Identifies economic substance of balance or transaction (e.g., cash, supplies)
- 🔑 Hierarchy facilitates reporting to aggregate similar items
- 🔑 Accounts have associated Account Types (e.g. Assets, Revenue, Expense)
- 🔑 Separate Accounts not needed to segregate activity that is defined by other COA segments or datasets

REMINDER



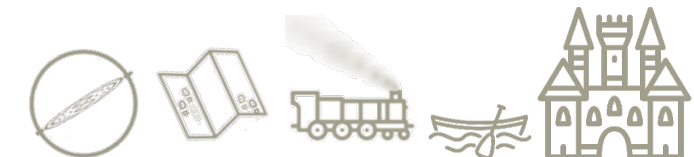


➤ "Level 1"

- Topmost level – Banner seeded Account Types

➤ "Level 2"

- Breakdown of seeded Banner Types – facilitates understanding of Financial Statements
- Grouping Accounts to apply balance and other rules
 - Fewer types allows for greater 'mobility' within the chart



Account Hierarchy



➤ "Level 3"

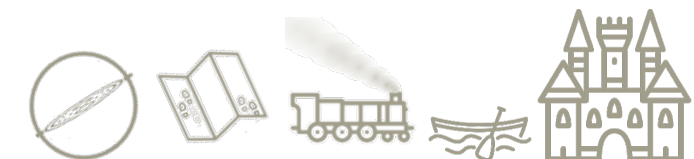
- Topmost level in Predecessor Account grouping (not "Account Type")
- Align to Board of Visitors reporting categories

➤ "Level 4"

- More detailed than Board of Visitors Groupings
- Group items that must be reported or monitored together

➤ "Level 5"

- Data Entry level – keep this level minimal:
 - Only what truly needs to be separate for reporting or tracking
 - That cannot be found through another element or attribute.



Example Accounts in Hierarchy



Account Types		Account Values/Hierarchy		
Level 1	Level 2	Level 3	Level 4	Level 5
Revenues	Operating Revenues	Tuition and Fees, Aid, Grants & Contracts, Auxiliary Enterprises, Other Operating...	Federal Grants and Contracts, Non-Federal Grants and Contracts, Auxiliary Enterprises, Other Operating Revenue	Tuition, Admissions Fees, Lab Fees, Sponsored Federal Revenue, Housing Revenue...
	Non-operating Revenues	State Appropriations, Other Non-operating revenue...	State Appropriations, Other Non-Operating Revenue	State E&G Appropriations, CARES, Investment Income...
Labor	Salaries and Wages	Salaries and Wages, Fringe Benefits...	I/R Faculty, Admin Faculty, Classified Salaries, Wages...	Faculty FT, Faculty PT, Classified Salaries, Work Study...
Direct Expenditures	Direct Expenditures	Contractual Services, Travel, Supplies, Occupancy...	Support Services, Skilled Services, Recharge Expense, Subcontracts...	Consultants, Mail Services, Photocopying...









A closer look into FOAPAL

Programs... get your 'Programs'!



Program: Why?

-  Foundational element in Banner – required for Revenue & Expenses
-  Identifies how the transaction serves Mason's mission
-  Utilized for financial reporting (GASB, IPEDS) – a.k.a "functions"
-  Programs also map to Cardinal for Commonwealth reporting

Program:
Why am I doing it?
Instruction
Institutional
Support
Academic Support

Important Note:
"Program" in the financial COA \neq "Academic Program"

REMINDER



Program Structure Principles



➤ Maintain minimum detail for required reporting

- Functional categories for GASB F/S, IPEDS, etc.
 - Industry standards per NACUBO FARM
- Distinctions required for Cardinal Program mapping

➤ Create more detail where useful for Mason's needs

- Ability to use defaults for program reporting through a different lens than Org or Fund roll-up
- Likely limited use cases

Generally defaulted in today's Chart...
Fully expect to be similarly defaulted in the future.



Example Programs in Hierarchy



Level 1	Level 2	Level 3
Instruction	Instruction for Credit, Non-Credit Instruction Departmental Research	State-Funded Instruction, Sponsored Credit, Sponsored Non-Credit
Research	Externally Funded, Internally Funded/Budgeted	
Public Service	Community Service	Sponsored Service
Academic Support	Library, Other Academic Support	
Student Services	Student Services	
Institutional Support	Institutional Support	
Plant Operation & Maintenance	Physical Plant O&M, Capital Outlay	
Student Financial Support	Student Financial Assistance	
Auxiliary Enterprises	Residential Services, Food Services, Parking & Transportation, Student Health, Telecomm, Intercollegiate Athletics	Men's Basketball, Women's Basketball, Track, ...









A closer look into FOAPAL

An exercise with 'Activity'



Activity: More Tracking (Optional)

Activity:
What's happening?
Family Weekend
Commencement
COVID

-  Flexible mechanism to track activity across the institution or within a single unit
-  Supports tracking multi-unit/cross-disciplinary efforts
-  Can be used to avoid creating multiple orgs for a single department to track sub-activities
-  Optional = Requires user knowledge and attention at time of transaction

REMINDER



Activity Code Principles



- Multi-pronged strategy
 - "Named" Activity Codes to be used across the institution
 - "Generic" Activity Codes pre-seeded and available for local definition
- Named Activity Codes will require justification of need and communication plan for use
- Balance the desire for information with increased administrative burden to track
 - How reliable will the information collected be?
 - Is there another way to get the information?



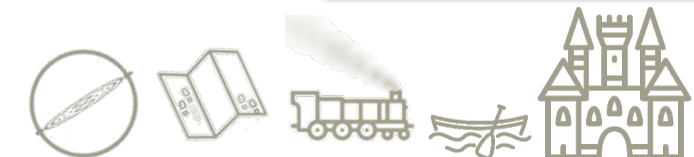
Example Activity Codes



- No hierarchy exists for this segment

Named Codes	Generic Activity Codes	
CORONA	CONF01	CONF##
COTEST	CAMP01	CAMP##
DEI001	FAC001	FAC###
COMENC	EMP001	EMP###
DSV9C1	TRIP01	TRIP##
DSV9C2	GA_001	GA_###
DSV9D1	INIT01	INIT##

Requires training and communication locally with those who transact
Balance desire for tracking against administrative burden created









A closer look into FOAPAL

Coming to a 'Location' near you



Location: Where? (Optional)

Location:
Where is it
happening?
Fairfax
Arlington
Korea

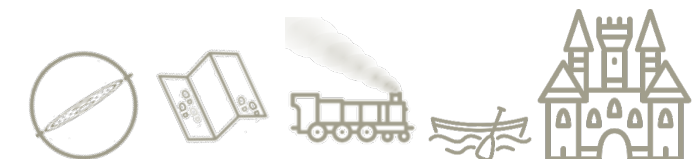
-  Track geographic locations related to financial activity
-  Hierarchy available to group similar locations
-  Can be used to avoid creating multiple orgs or accounts to track location specific activities
-  Optional = Requires user knowledge and attention at time of transaction

REMINDER





- Location is not currently used at Mason, but in Microstrategy, we have Campus Code
- Recreate Campus Code (AR, FC, FX, LDN, MK, MOL, PW) in Location
- Each Organization or Fund will have default location
- Potential for lower level Location to be used by areas (facilities, parking, dining) that need more granular tracking
 - Hierarchy available to group Locations by Campus



Next Steps and Key Take-aways






- 🔑 Townhall 4 – information session and Q&A
 - September 9
- 🔑 Individual Unit Crosswalk
 - Fund/Organization segments
 - Due September 24
 - Accountability Project Partners will gather and submit to core team
- 🔑 April All-Day COA Boot Camp





If you need any assistance, or have any questions, the core project team is prepared to help:

-  Contact the Project Team: coaproj@gmu.edu
-  Project updates and info: <https://coa.gmu.edu/>
-  Join the conversation: [Chart of Accounts Redesign Community \(MS Team\)](#)

