



Chart of Accounts Redesign

A Journey

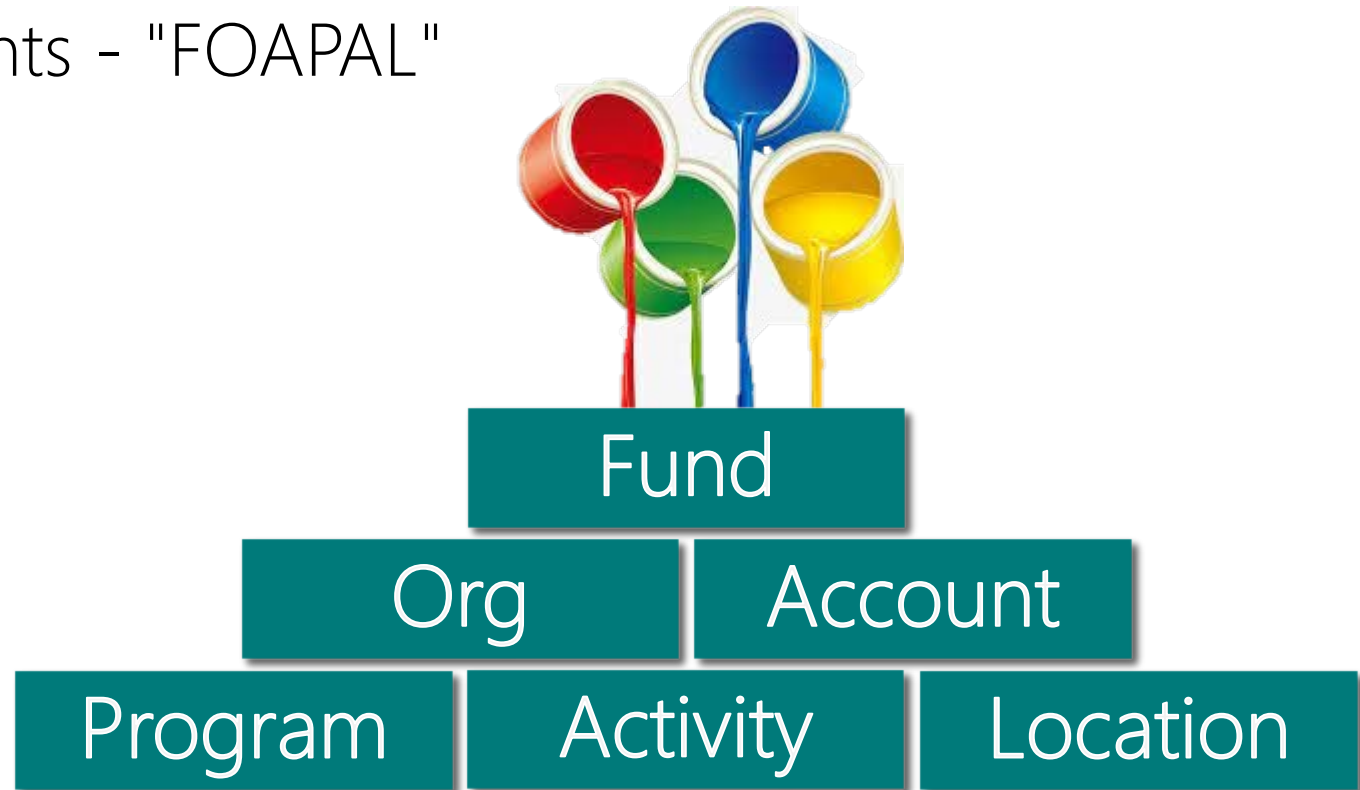
AGENGA

- 🔑 What is the “Chart of Accounts”
- 🔑 Project Background – “How did we get here?”
- 🔑 Strategy – A Whole New Chart
- 🔑 Where are we going (and what’s in it for you)?
 - Related Projects - Dependencies and Impacts
- 🔑 The Redesign Process at a glance
- 🔑 The Chart structure concept – **Suspenseful music**
- 🔑 The “Patriot Structure”
 - The Chart Transformation - Examples
- 🔑 Next Steps

What is “The Chart of Accounts”

- Framework for coding financial transactions in an ERP system (i.e. Banner)
- Enables application of accounting rules and reporting
- Comprised of six segments - "FOAPAL"

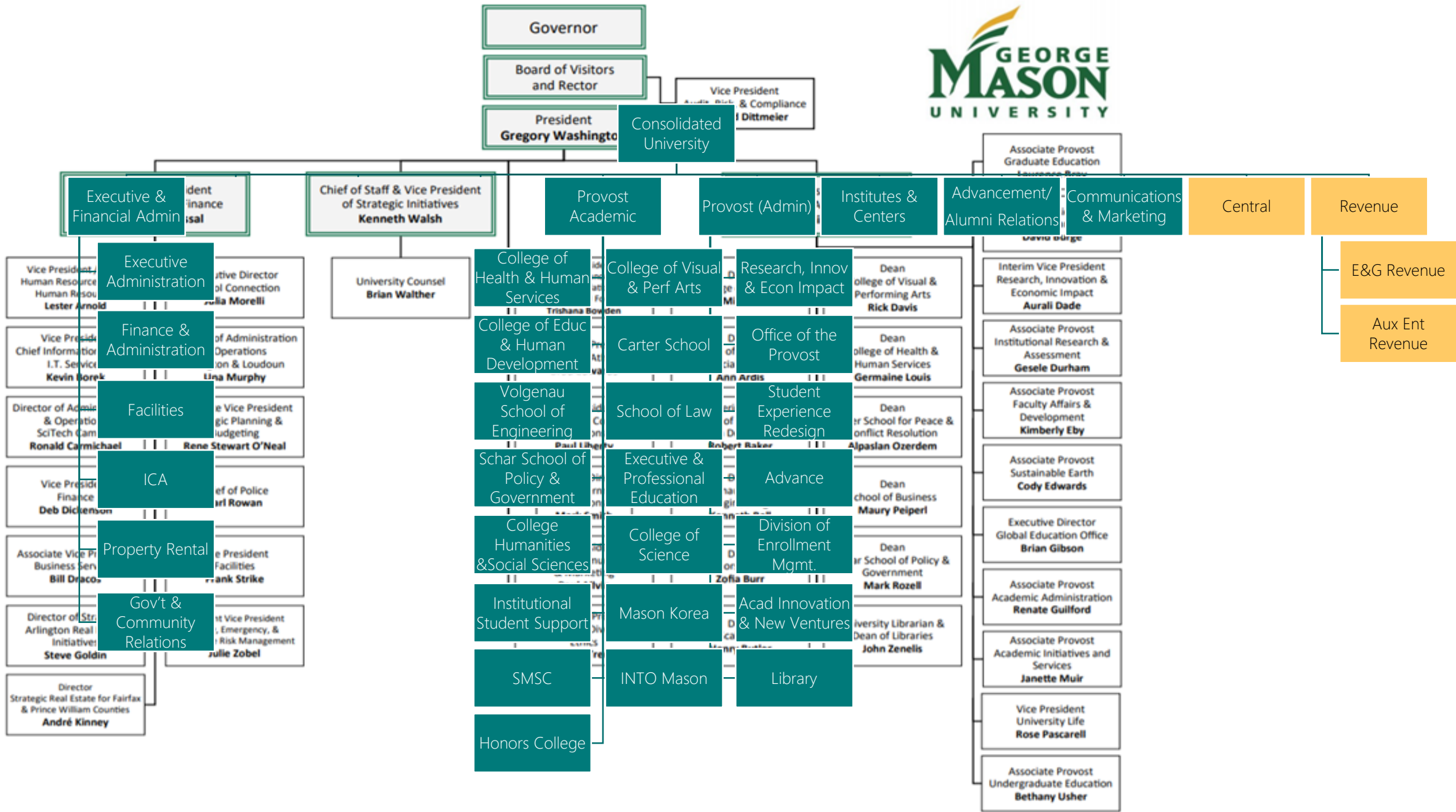
- ✓ Fund
- ✓ Organization
- ✓ Account
- ✓ Program
- ✓ Activity
- ✓ Location



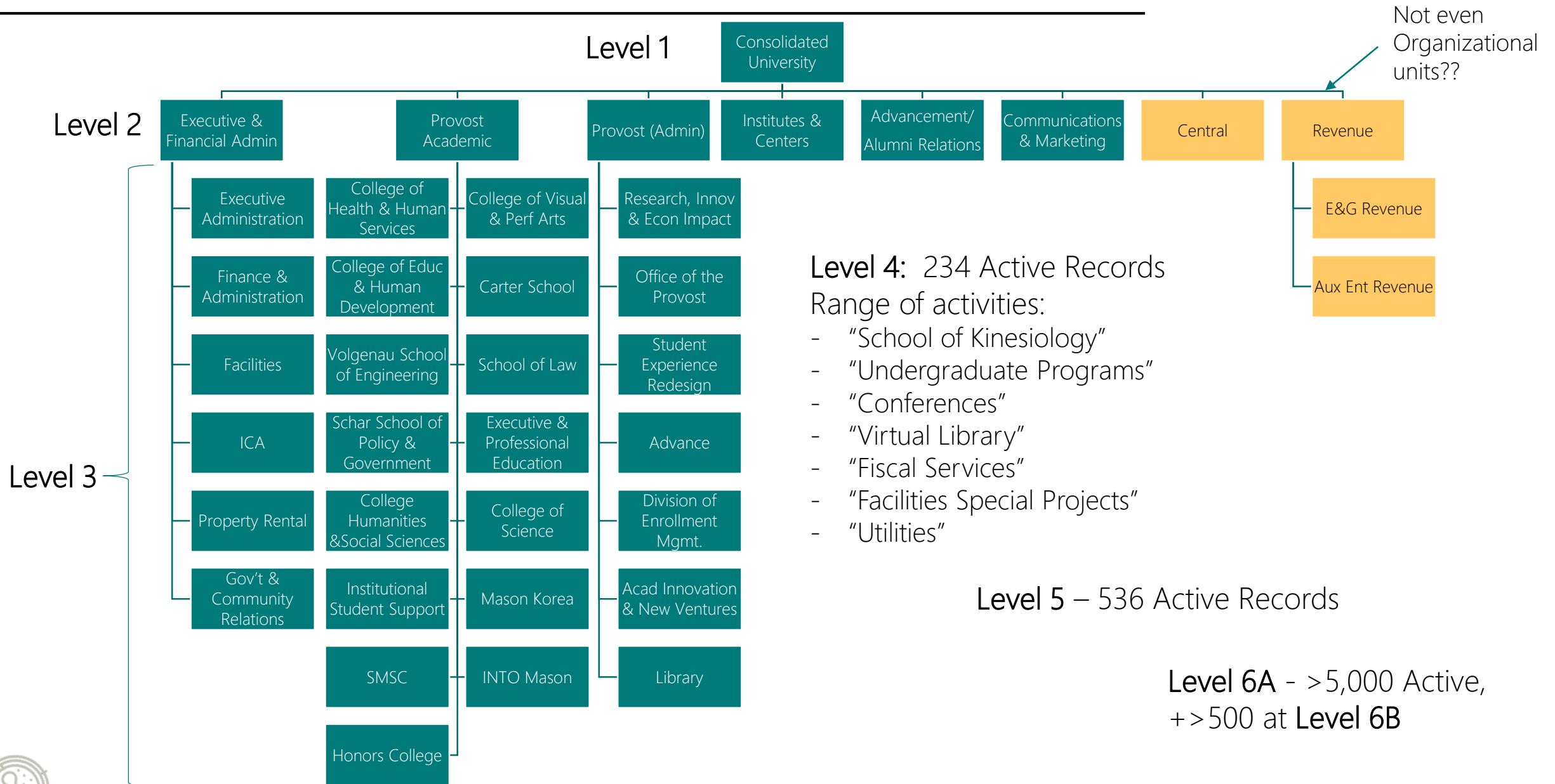
Project Background – How did we get here?

- Implementation of Banner modules in 2002
- Chart of Accounts setup primarily structured to align with CARS/Cardinal (Commonwealth accounting system)
- Growth over time – no relationship maintained between financial structure and academic operational data elements
- Disconnects highlighted by data analytic efforts – dashboarding, ratio analysis
- Limited ability to fully leverage Banner functionality
- Challenges created by inflexibility in CoA elements





Current COA Hierarchy...Org Levels 1-3



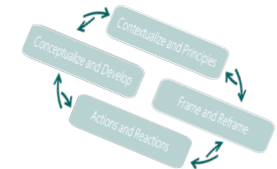
Strategy – A Whole New Chart...

Decision Point – “Fix in Place” or “Replace”?

Advantages:

- Preserves history and structure of “Chart 1” for reporting/reference
- Clean cutover allows static crosswalk to translate history
- “Clean Slate” for numbering scheme – no need to “work around” history
- Take what’s good, leave behind what’s not

Chart “P” –
The “Patriot Structure”

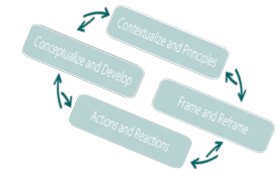


Where are we going (and what's in it for you)?

Meaningful

- **Decision Making** – Accommodate and adapt to growth and evolving business requirements and practices
- **Understanding utilization of resources** – Enhanced budgeting and planning investment capabilities and opportunities
- **Reporting** – Standardized, Timely and transparent analysis for activities, programs and initiatives – at all levels
- **Consistency** – Best practices for efficiency and optimized functionality for Banner and chart elements

“Single Source of Truth”



Related Project Dependencies and Impacts

Mason Future Success

Chart of Accounts Redesign

RCAM Project

Executive Dashboard

Data Governance Structure

Advancement – Banner
integration to Salesforce

Workflows

Banner Data Exchange

Research Reporting

Identity and Access
Management

FACT Tool

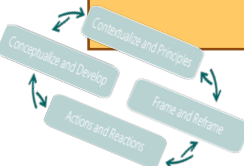
Housing Management System

Banner Self Service – Benefits,
Taxes, My Team

Banner Self Service – Student
Accounts

Faculty Hiring System Phase 2

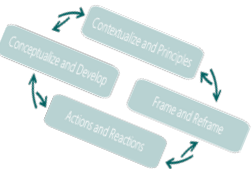
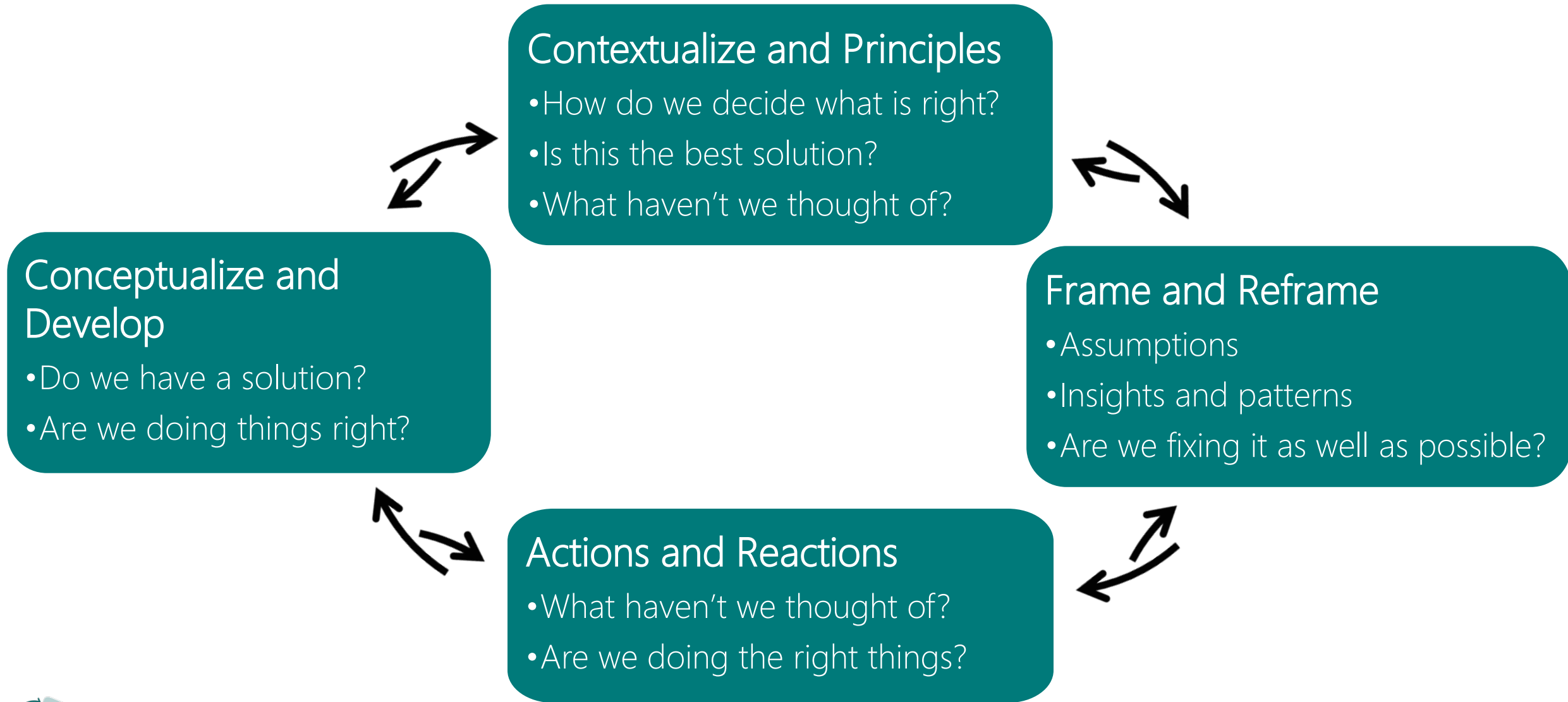
Research Admin Suite





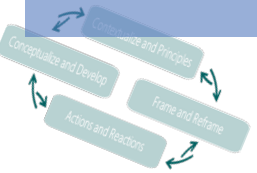
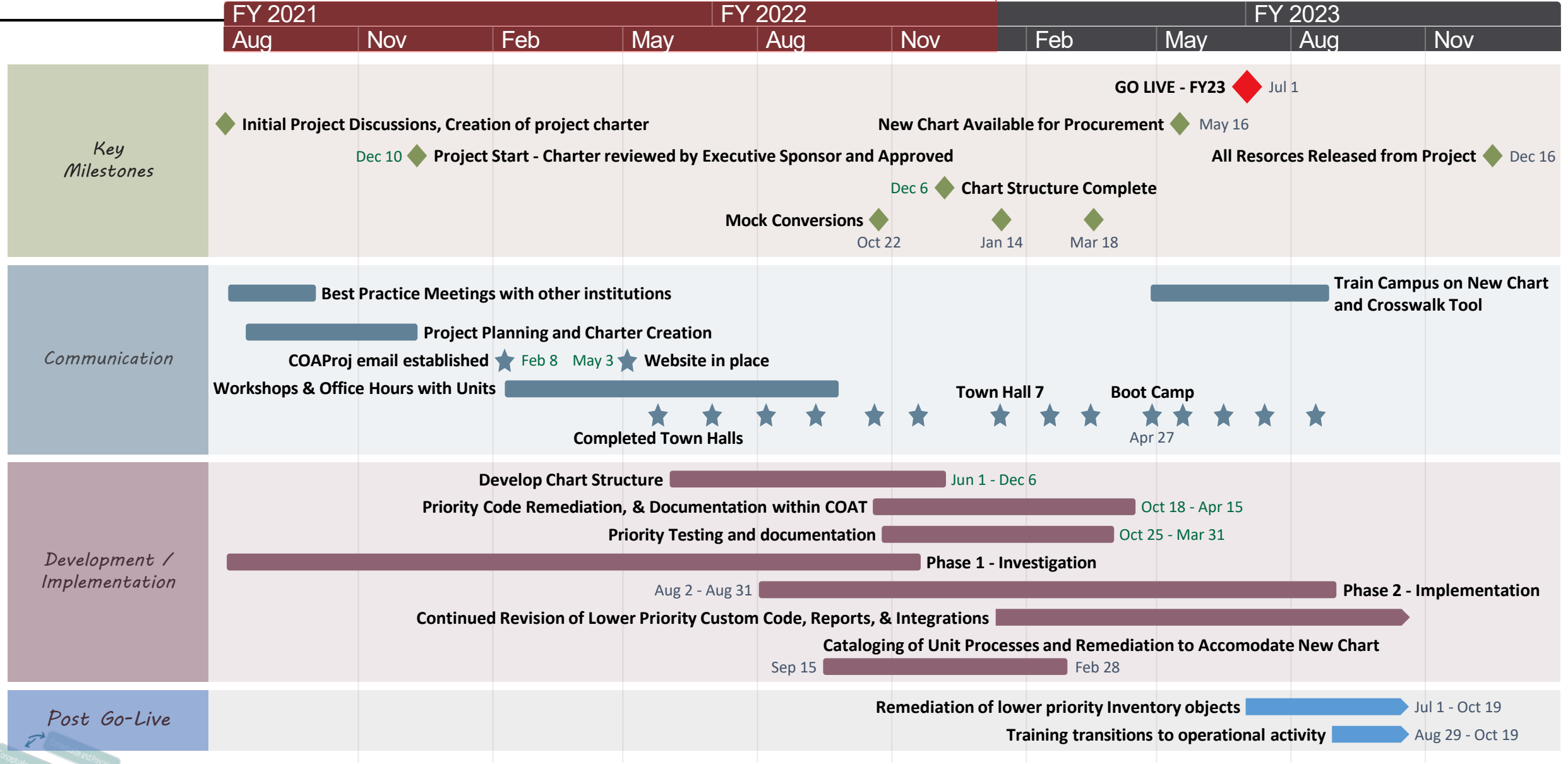
The Redesign Process

The Feedback Loop



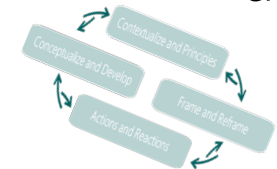
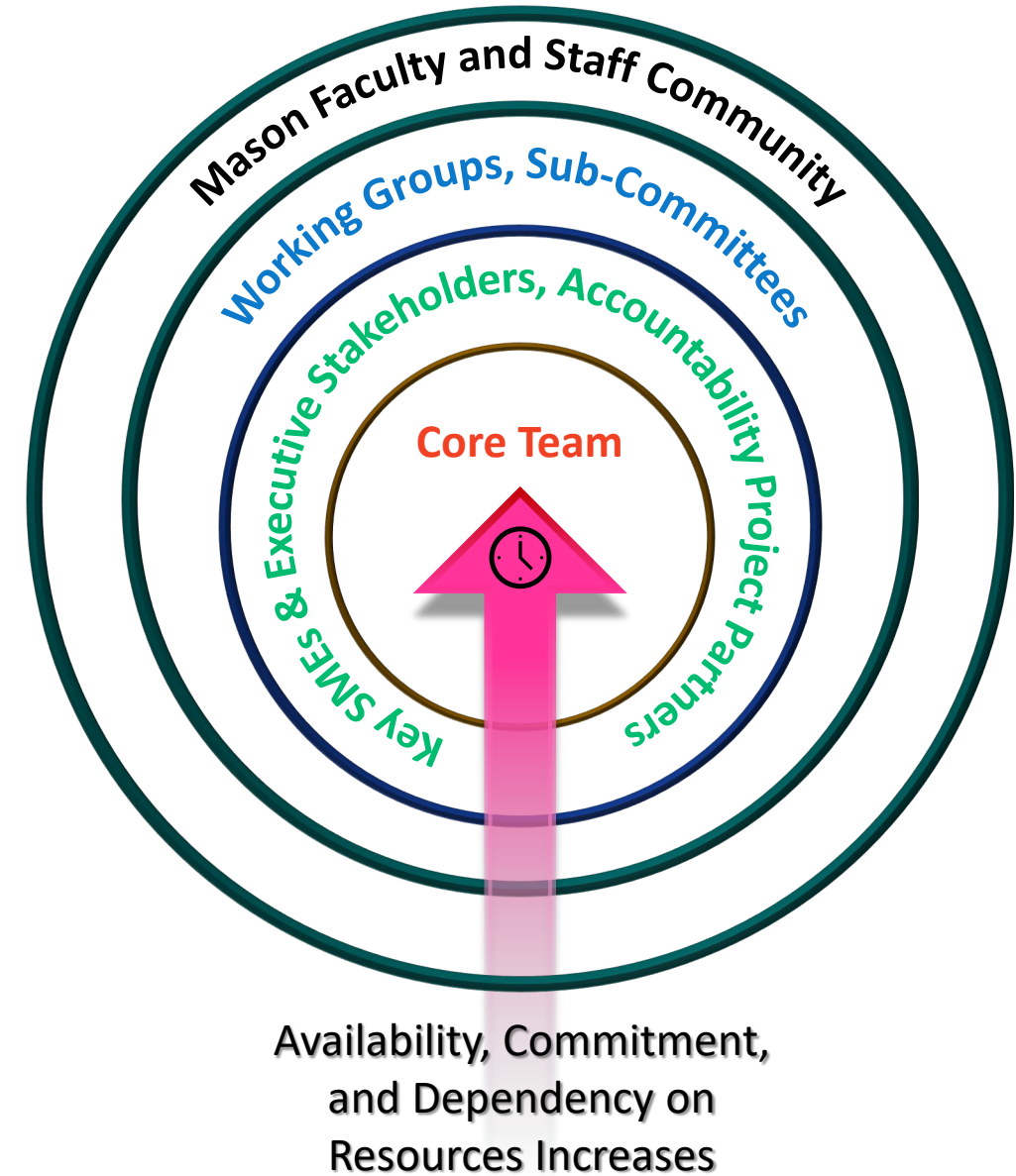
Timeline

Today



Project Team Structure

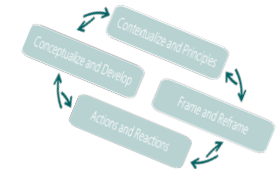
- Core Team
 - Decision Making body, Smaller group, Diverse functions
 - Meeting frequently
- Key SMEs & Executive Stakeholders, Accountability Project Partners
 - High level of communication to this group, Consultative body
 - Required participation in many areas of the project; Requires strategic context to fulfill consultative role
- Working Groups, Sub-committees
 - Remaining project participants who are taking action outside of operational activities



Accountability is key!

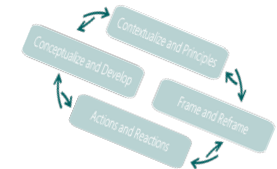
Accountability Project Partners --

- Inform their unit about the Chart of Accounts redesign project
- Assist with critical processes, reports, etc. that may be impacted by this project
- Support, update and assist with testing prior to go live
- Have knowledge of their unit's core processes (related to the Chart of Accounts)
- Key component of the Feedback Loop!



Established Working Groups

- Account Working Group
 - Lead: Aileen Miller
- Accrual Accounting Working Group
 - Lead: Claire Wurmfeld
- Business Process Analysis Working Group
 - Lead: Whitney Owens
- Crosswalk Working Group
 - Lead: Aileen Miller
- Finance Security Working Group (Complete)
 - Lead: David Namiotka
- Finance Security Implementation Working Group
 - Lead: David Namiotka
- HR/Payroll Processes Working Group
 - Lead: Patricia Coray
- Inventory Working Group
 - Lead: Catherine Seeley
- Policy Working Group
 - Lead: Heather Strange
- Reporting Working Group
 - Lead: Judy Fortin
- Technical Working Group
 - Lead: Chris Gay
- Testing Working Group
 - Lead: Marsha Lala





The “Concept Structure”



The “Hogwarts Structure”



A Visit to Hogwarts – Example Hierarchy



Level 1 – Consolidated University

Hogwarts School of
Witchcraft and Wizardry

Level 2 - Executive

Executive Administration

Provost

Fiscal Administration

Level 3 – College /
Major Admin
Division

Executive Administration

Intercollegiate Athletics

Advancement and
Alumni Relations

Communications and
Marketing

College of Wizardry
Leadership (ACAD
Attribute)

College of Technical
Spellcasting (ACAD
Attribute)

New Ventures (ADMIN
Attribute)

Institutes and Centers
(ADMIN or RSRCH
Attribute)

School of Witchcraft
Studies (ACAD Attribute)

Office of the Provost
(ADMIN Attribute)
Enrollment (ADMIN
Attribute)

Library (ADMIN
Attribute)

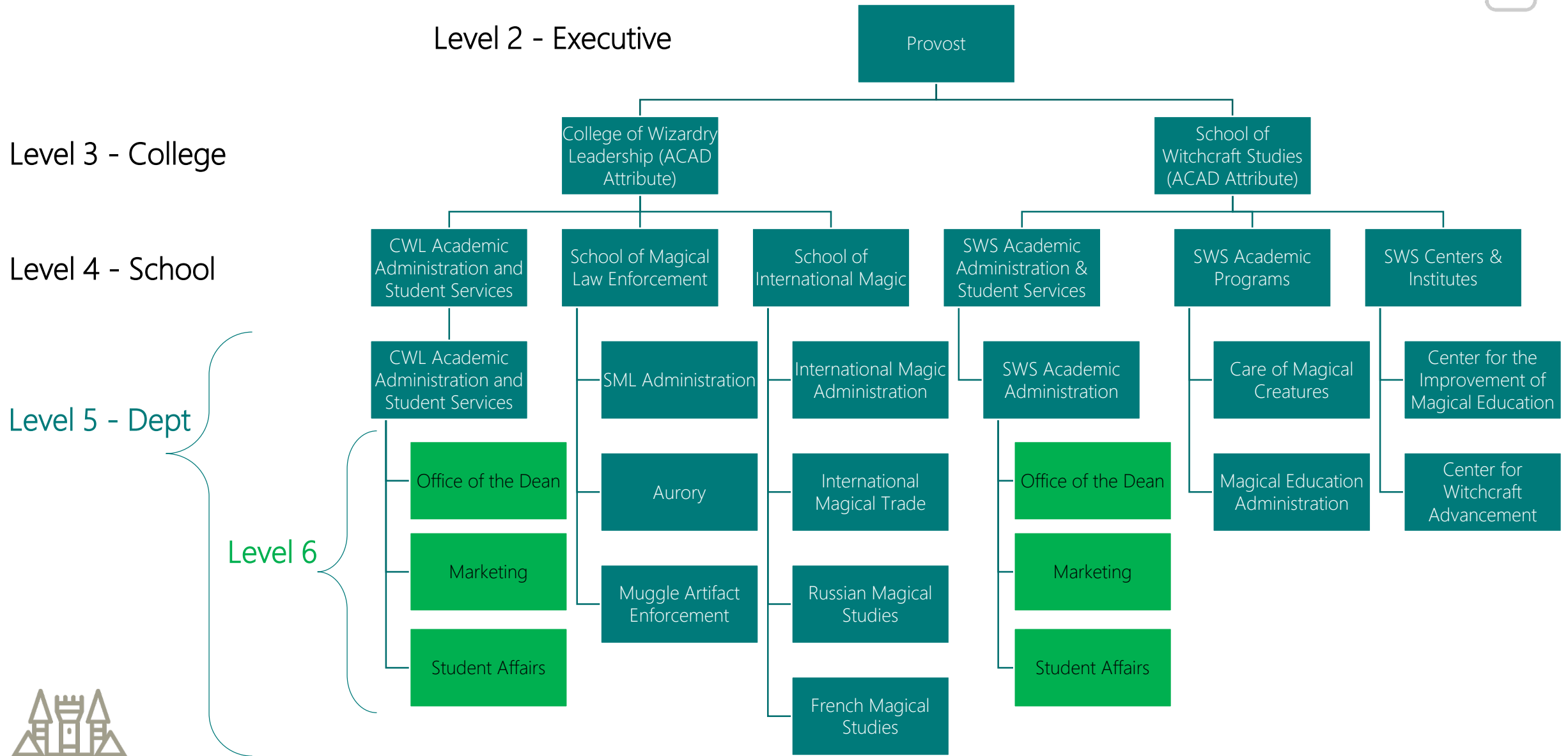
University Life (UL
Attribute)

Finance and
Administration

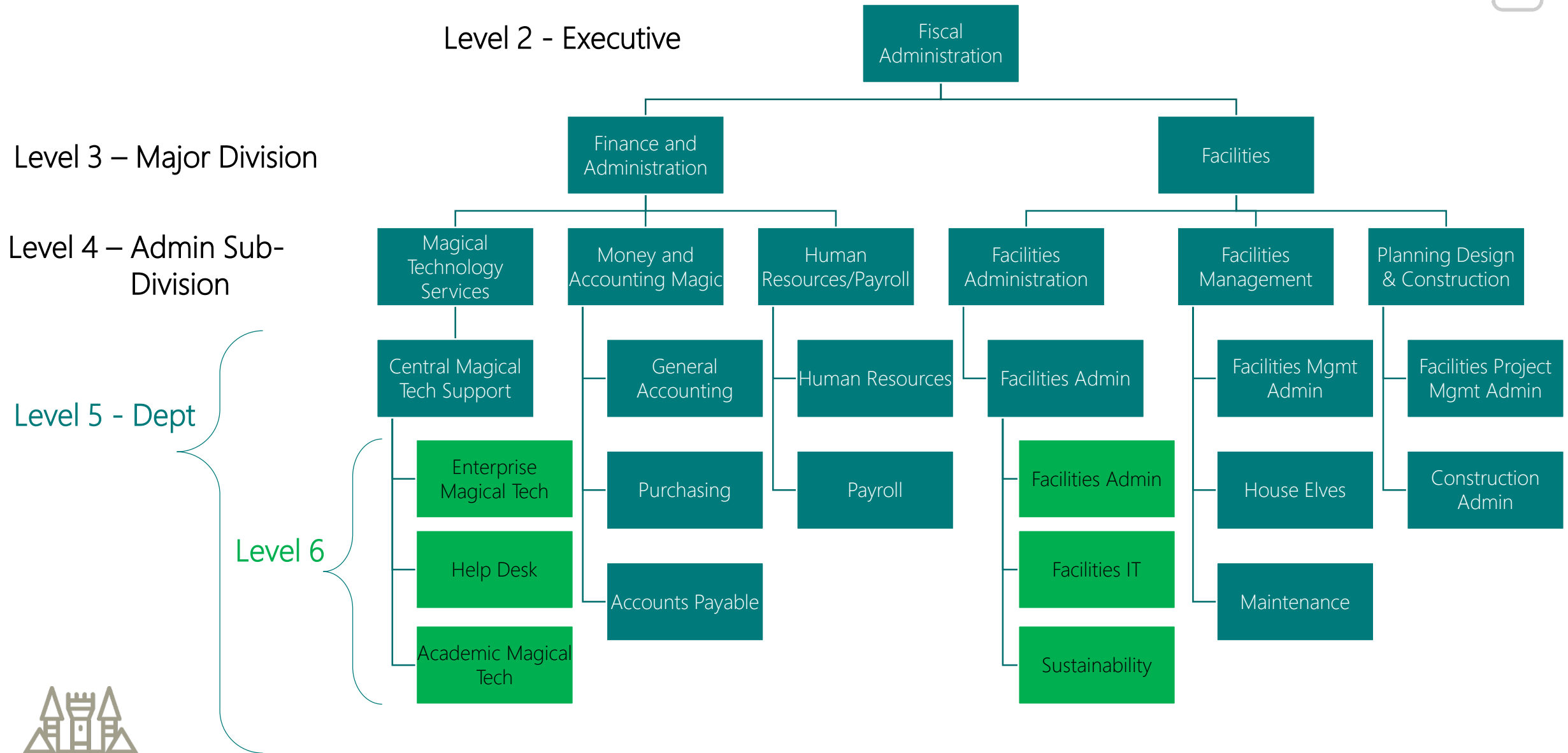
Facilities



Sample Academic Unit Structure



Sample Administrative Unit Structure





The “Hogwarts Structure”





The “Patriot Structure”

<https://coa.gmu.edu/knowledge-base/chart-elements/>

“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)

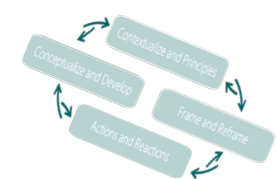


Organization Hierarchy

- 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	

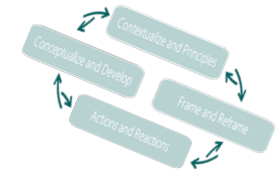
* Indicates transactional level



Financial/Academic Alignment

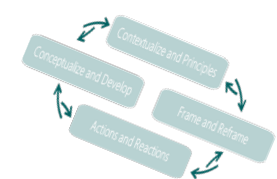
	Financial Org Hierarchy	Academic Data Elements
Level 3	Colleges	College
Level 4	Academic Schools	Division
Level 5	Academic Department	Department

- 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



What is not in Organization Hierarchy?

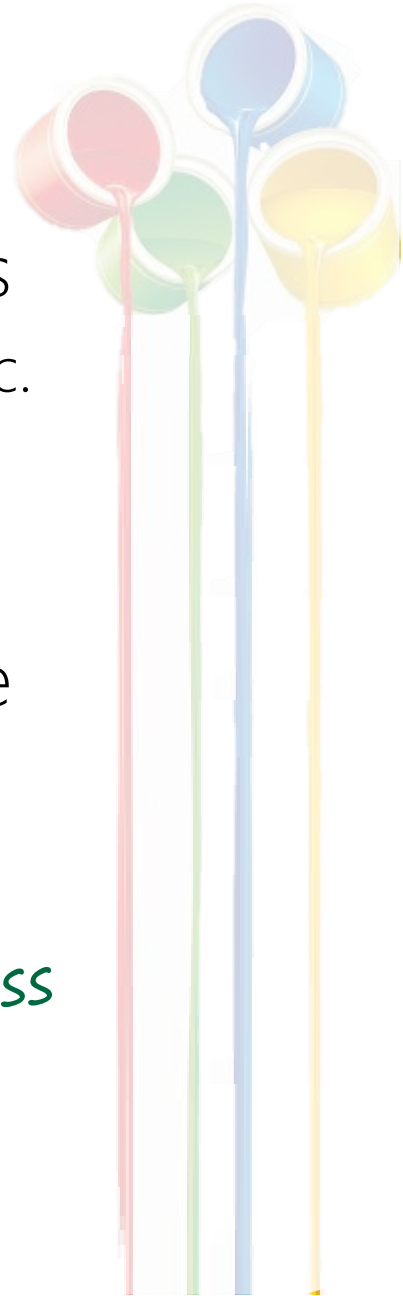
Orgs Current Structure	Proposed Future State
<ul style="list-style-type: none">✗ Separate orgs for Grants & Contracts	Funds for Grants/Contracts attached to PI's Department Org
<ul style="list-style-type: none">✗ Indirect funds for PI, Dept, School	Separate Funds – attached to appropriate Department Org; Fund Hierarchy to provide grouping for different types of Funds
<ul style="list-style-type: none">✗ Pooled funds for PI, Dept, School	
<ul style="list-style-type: none">✗ Faculty Start-up funds	
<ul style="list-style-type: none">✗ Separate Orgs for specific revenue or expenses	Revenues/Expenses recorded in responsible Orgs using Accounts to identify substance; Activity available for more specialized tracking



Fund Principles

- Identifies "color of money" for transaction
- Fund Types create groupings for application of rules/restrictions
 - ✓ Education & General (E&G), Auxiliary, Indirects, Grants & Contracts, etc.
- Some Funds will continue to be used across multiple Orgs (i.e., E&G)
- Individual Funds that require separate tracking/reporting will be unique and tied to a single Org
 - ✓ There will be more of these in "Chart P"

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



The FOAPAL: Accounts, Programs, Activities, Locations



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

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

Account:
What am I doing?
Salary
Supplies
Travel

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

Activity:
What's happening?
Commencement
COVID

Location:
Where is it
happening?
Fairfax
Arlington
Korea

The FOAPAL = Flexible Information

How much E&G goes to Instruction at Mason?

Program: Instruction

Fund: E&G

How much is my department spending on instruction by source of funds?

Organization

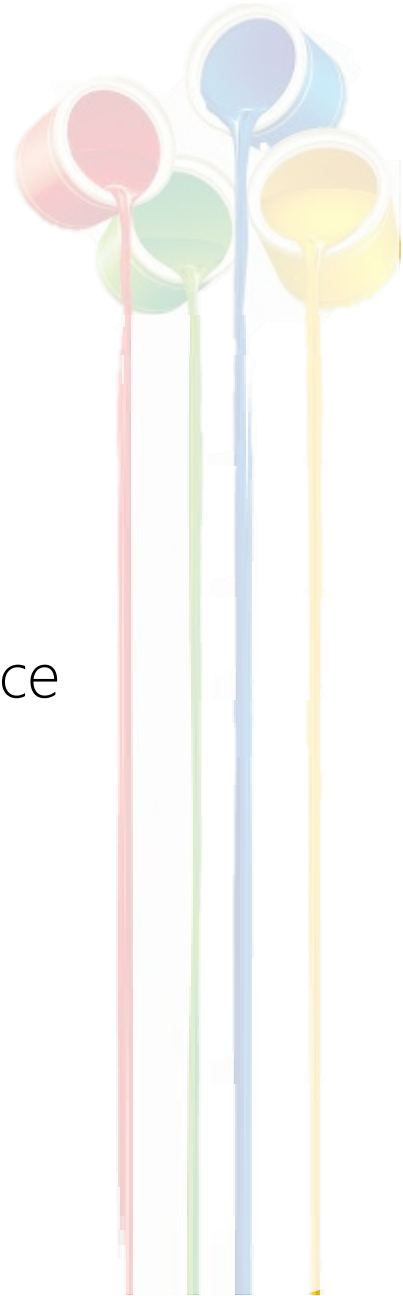
Program: Instruction

Subtotal by Fund

Events Management Runs Commencement for the entire University, yet each School/College and Unit may have additional expenses and events taking place during this time. The (hypothetically speaking) President wants to know how much – in it's entirety – is spent on commencement related activities.

Organization (Rollup)

Activity: COMENC





Description	Org	Fund	Account	Defaults	FOAPAL
Dept E&G	102502		73830	Fund: 10111 Prog: 10100	10111.102502.73830.10100.XXXXXXX.XXX
IND Org	102509		73830	Fund: 15111 Prog: 10500	15111.102509.73830.10500.XXXXXXX.XXX
Grant		204881	73830	Org: 102504 (G&C) Prog: 20100	204881.102504.73830.20100.XXXXXXX.XXX
Self-Supporting	102506		73830	Fund: 10211 Prog: 10100	10211.102506.73830.10100.XXXXXXX.XXX



Description	Org	Fund	Account	Defaults	FOAPAL
Dept Org	M10807		73830	Fund: 10111 Prog: 10100 Loc: FFX	10111.M10807.73830.10100.XXXXXXX.FFX
IND		150126	73830	Org: M10807 Prog:10500 Loc: FFX	150126.M10807.73830.10500.XXXXXXX.FFX
Grant		204881	73830	Org: M10807 Prog: 20100 Loc: FFX	204881.M10807.73830.20100.XXXXXXX.FFX
Self-Supporting		102025	73830	Org: M10807 Prog: 10100 Loc: FFX	102025.M10807.73830.10100.XXXXXXX.FFX

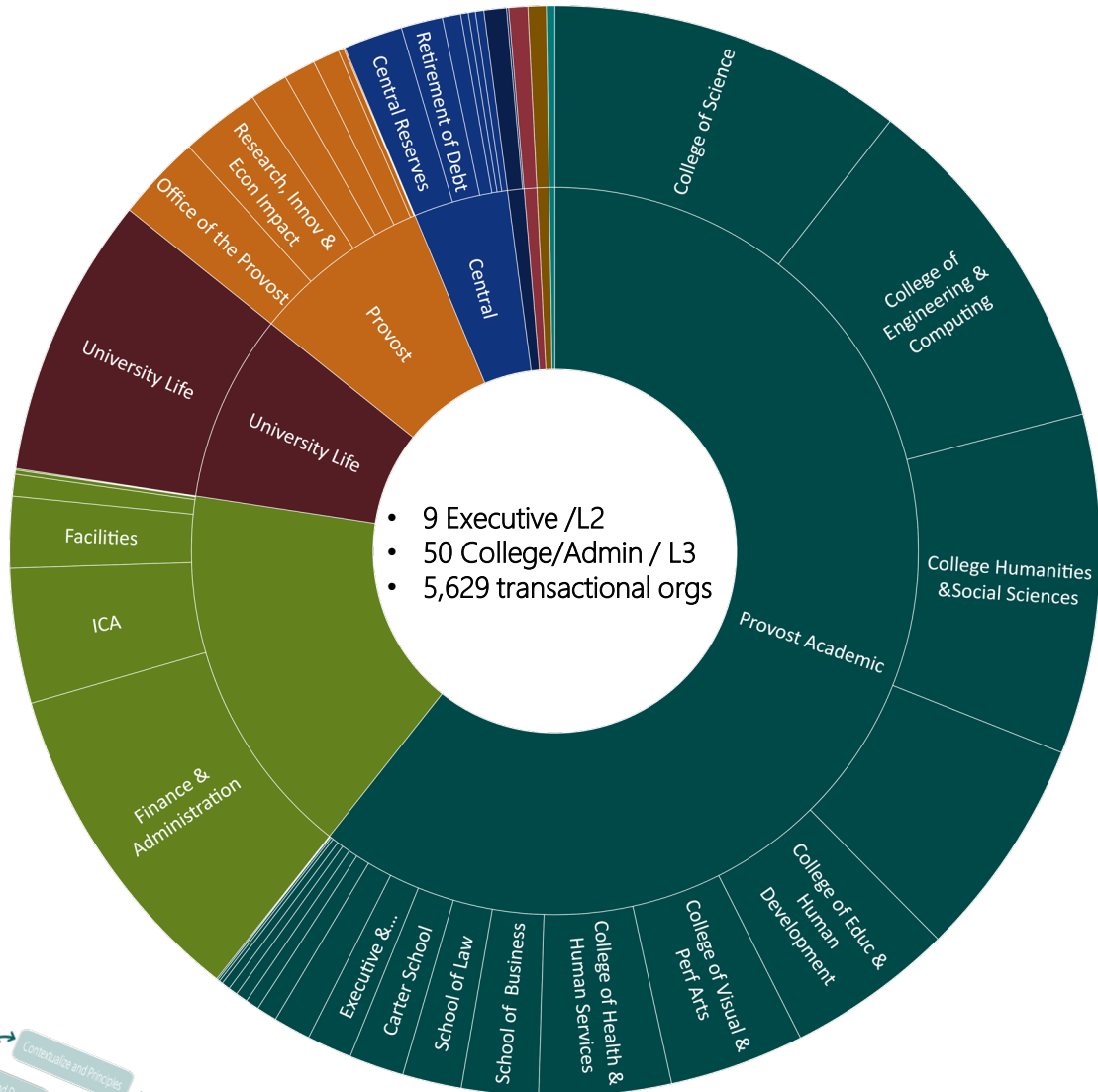


Chart Transformation

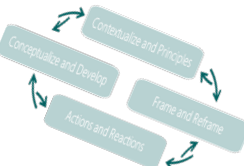
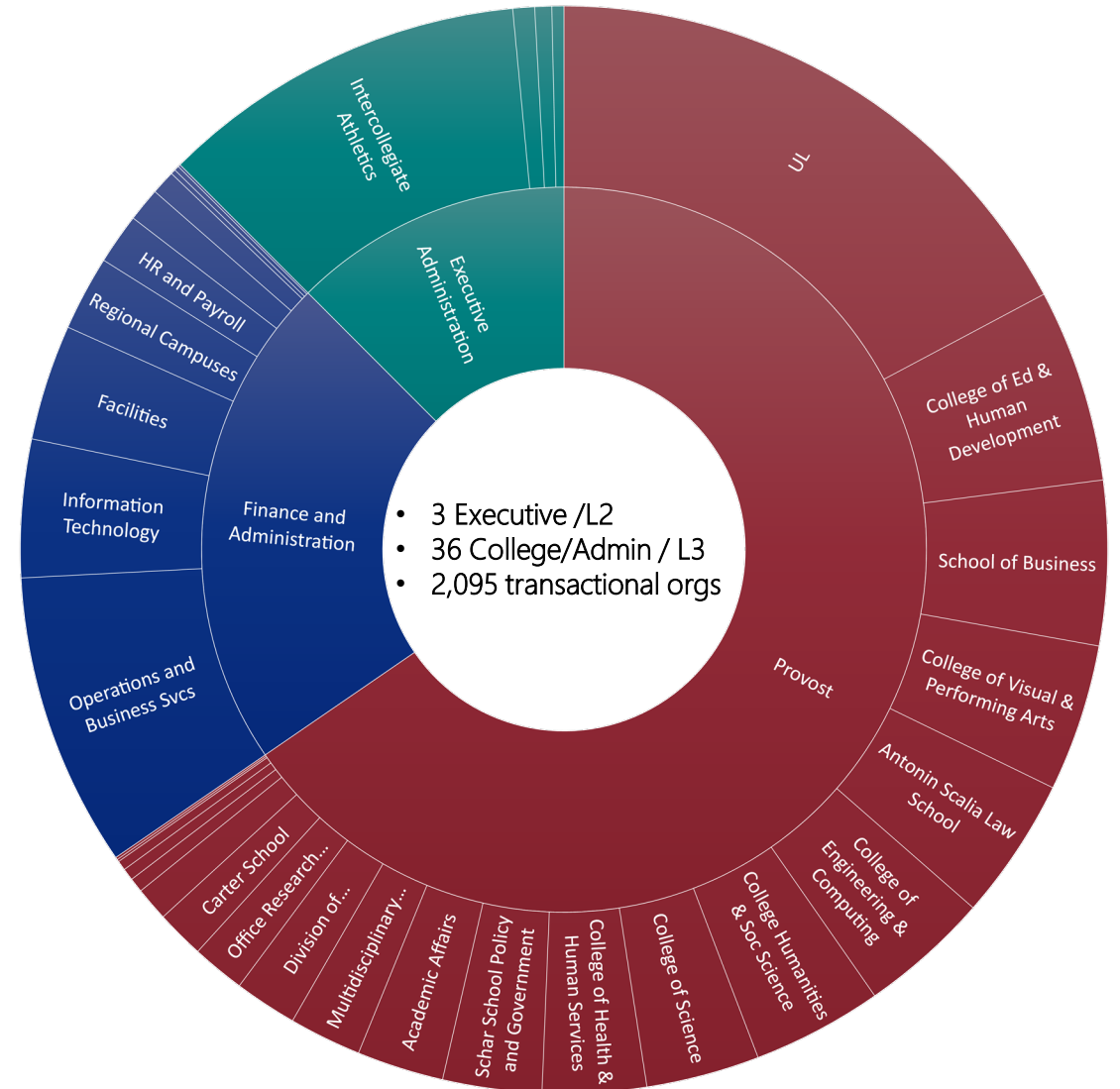
Examples

High Level Org Structure Compare

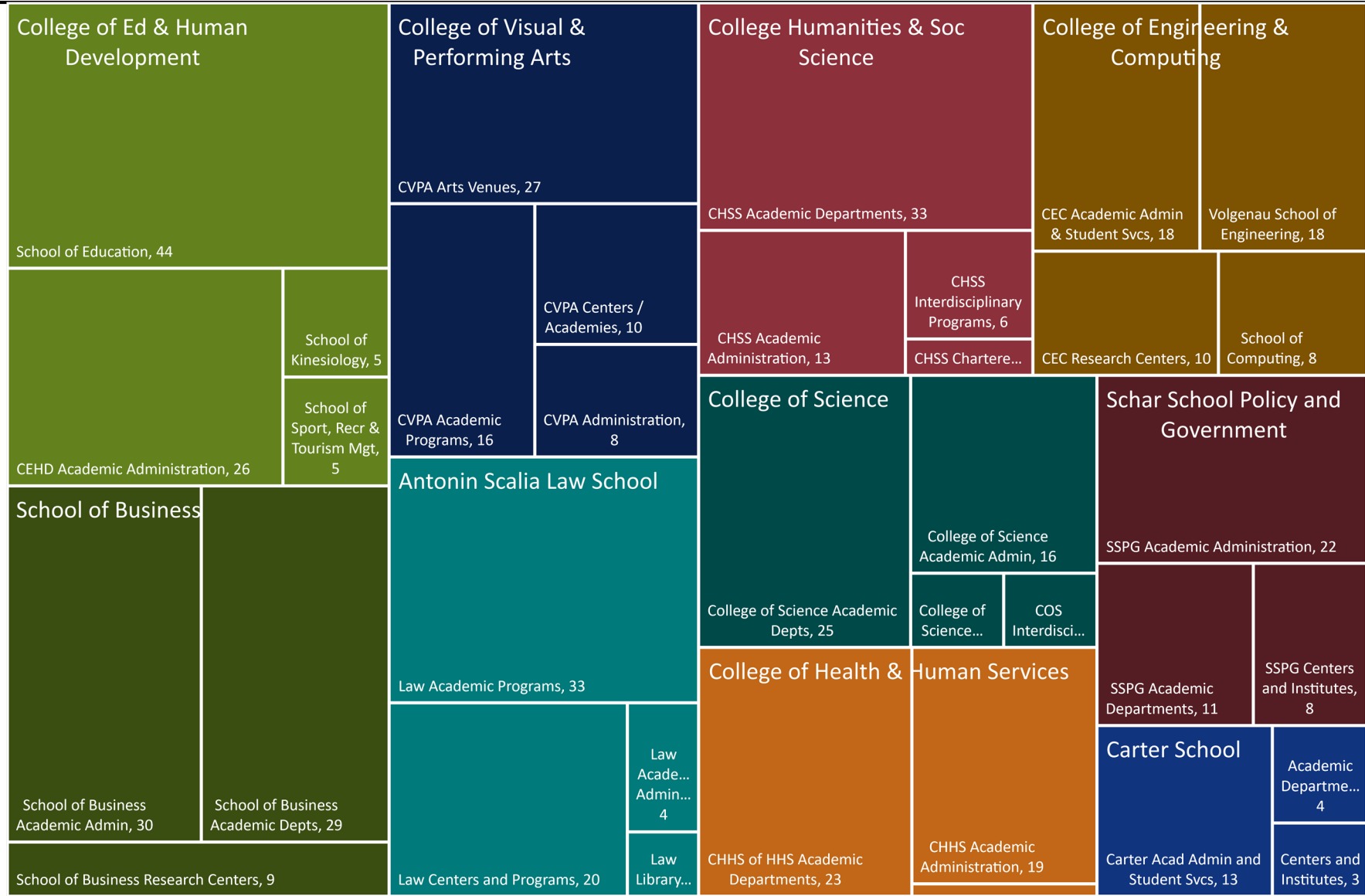
Original Chart 1



Proposed Chart P



Consistent Academic Unit Structure

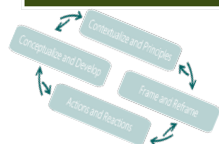


Key Takeaways:

- Chart reflects College (L3) & Division (L4) data
 - # = quantity of transactional orgs

- Consistency at Division level:
 - College Administration
 - Academic / Schools
 - Centers / Institutes
 - Interdisciplinary

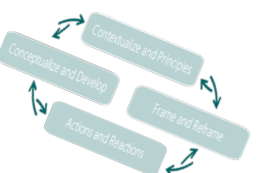
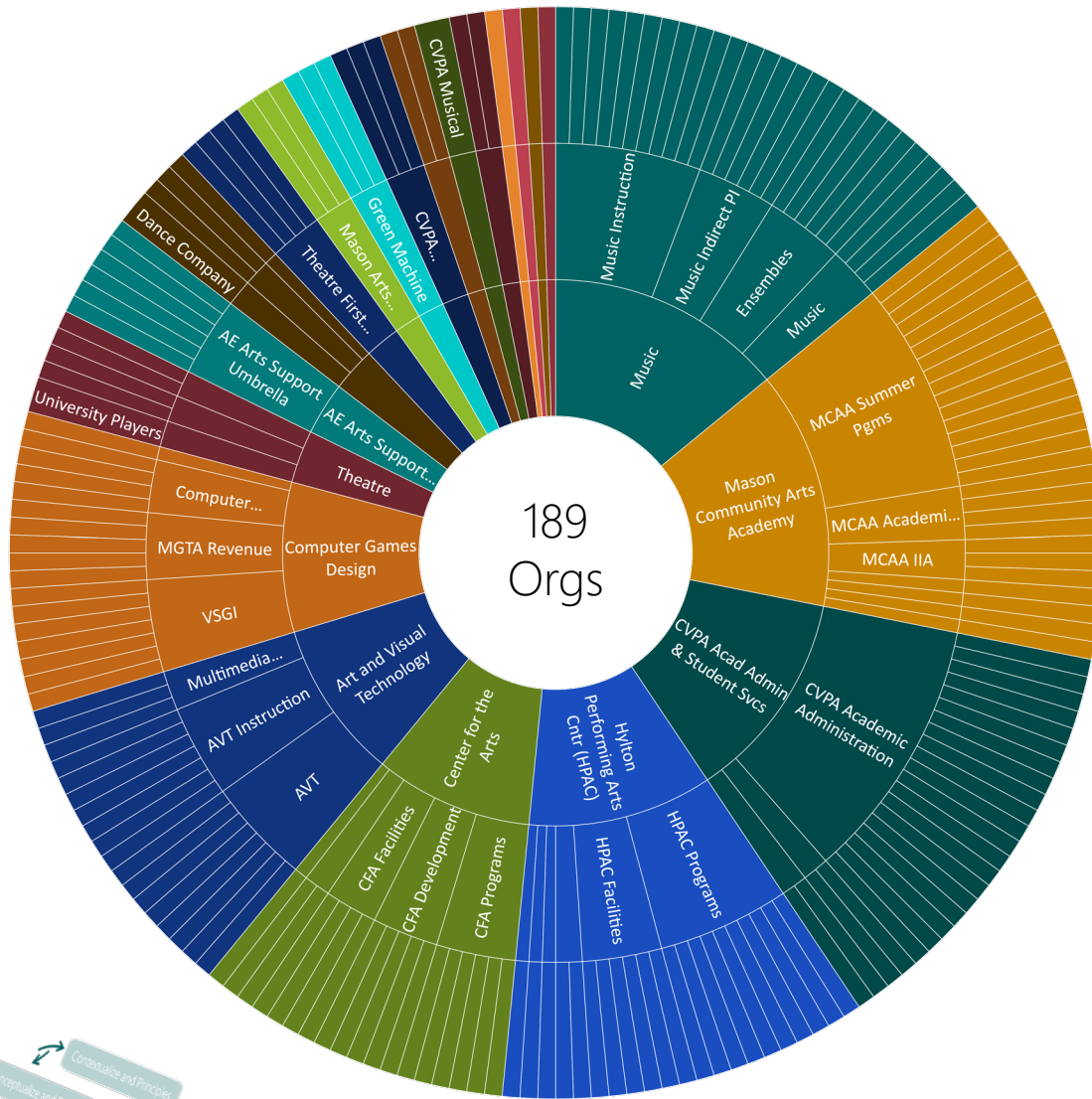
- Review still in progress
 - Expect further alignment with Banner Student/Academic Data
 - Expect further reduction in # orgs as decisions about multidisciplinary activities implemented (e.g., Wiley programs, CPE, etc.)



Example 2 – CVPA Compare

Proposed Chart P

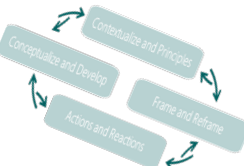
Current Chart 1



Example 3 – CEC Compare

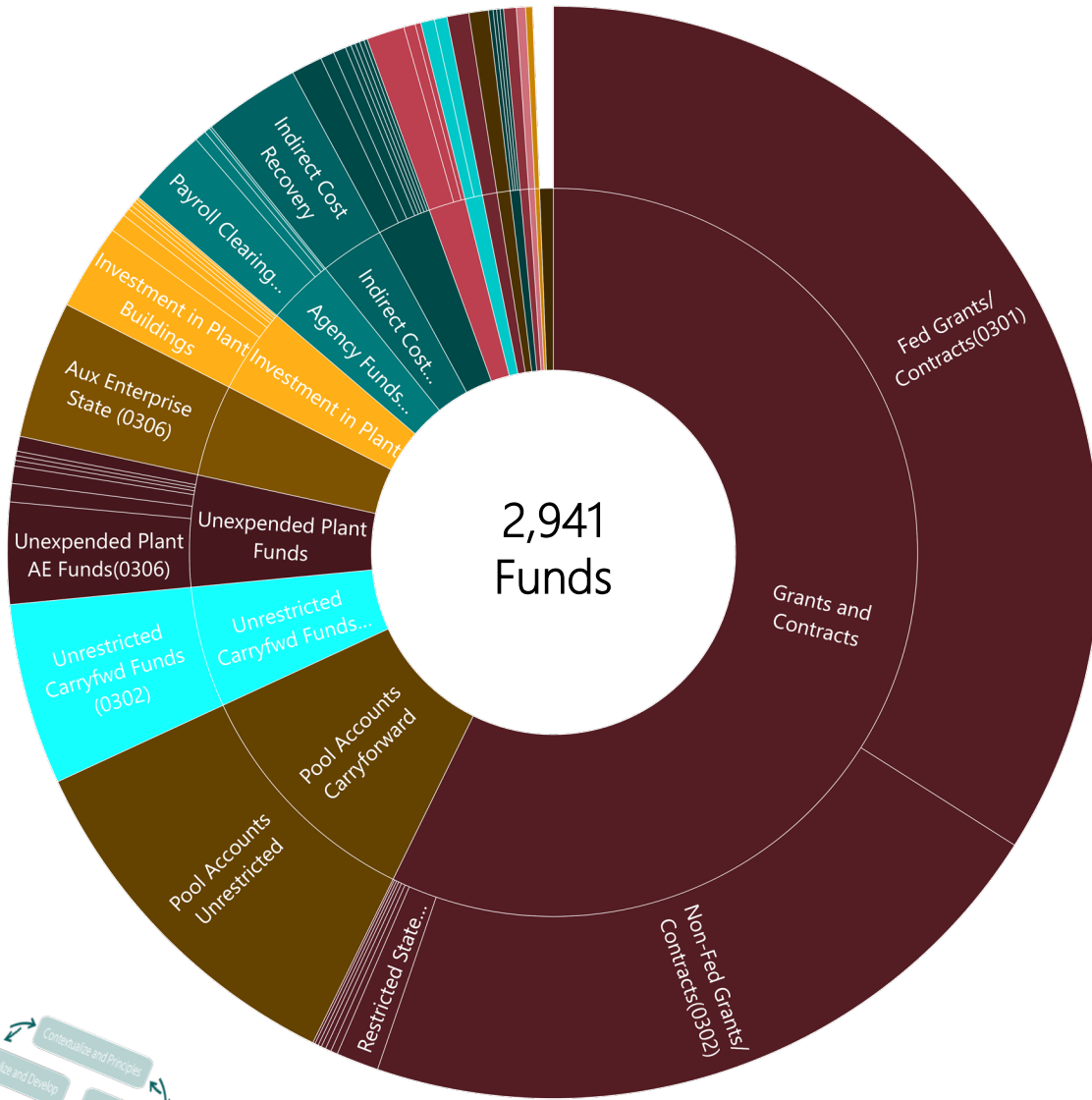
Proposed Chart P

Current Chart 1

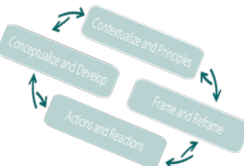
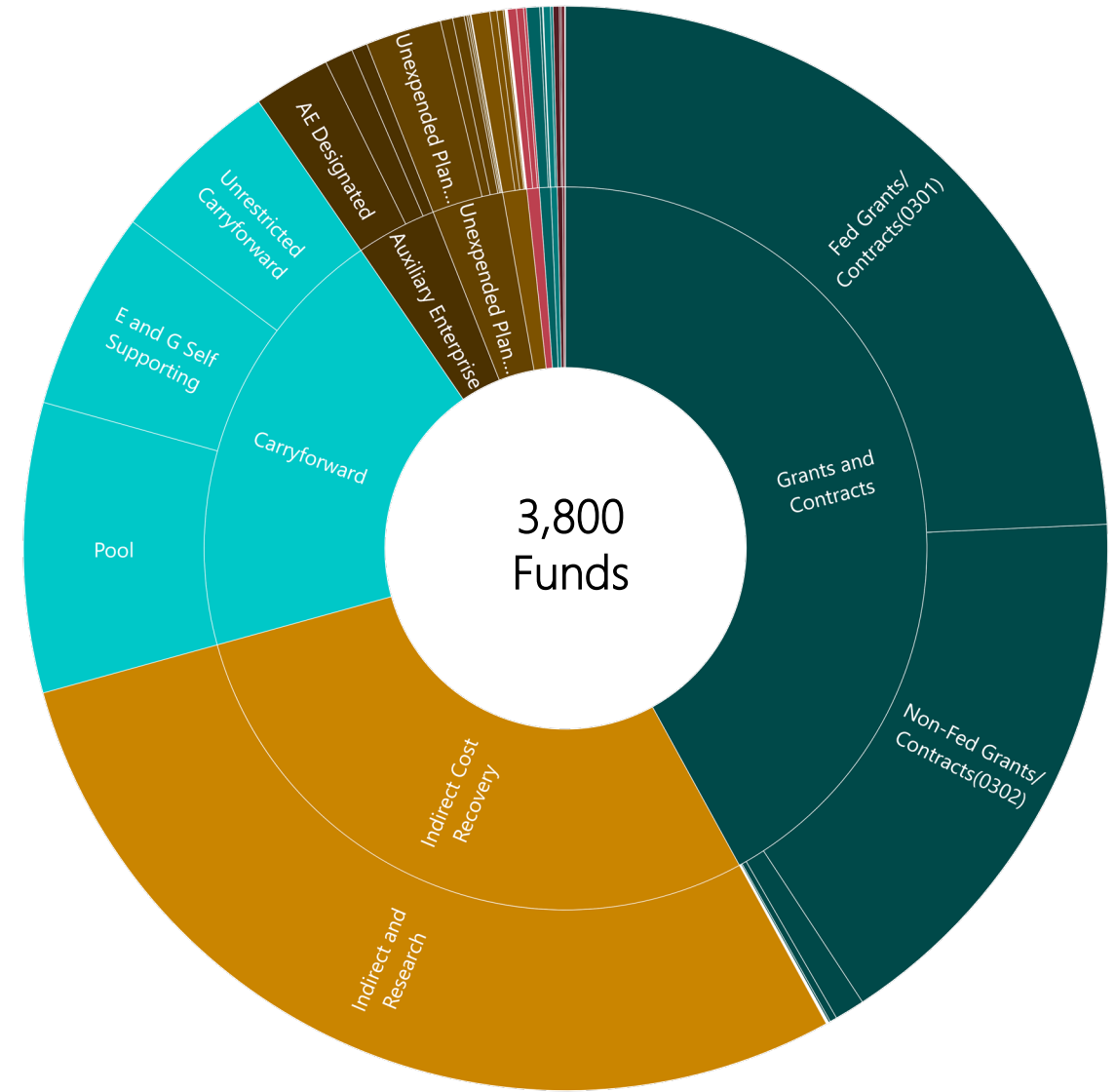


Fund Structure Compare

Original Chart 1

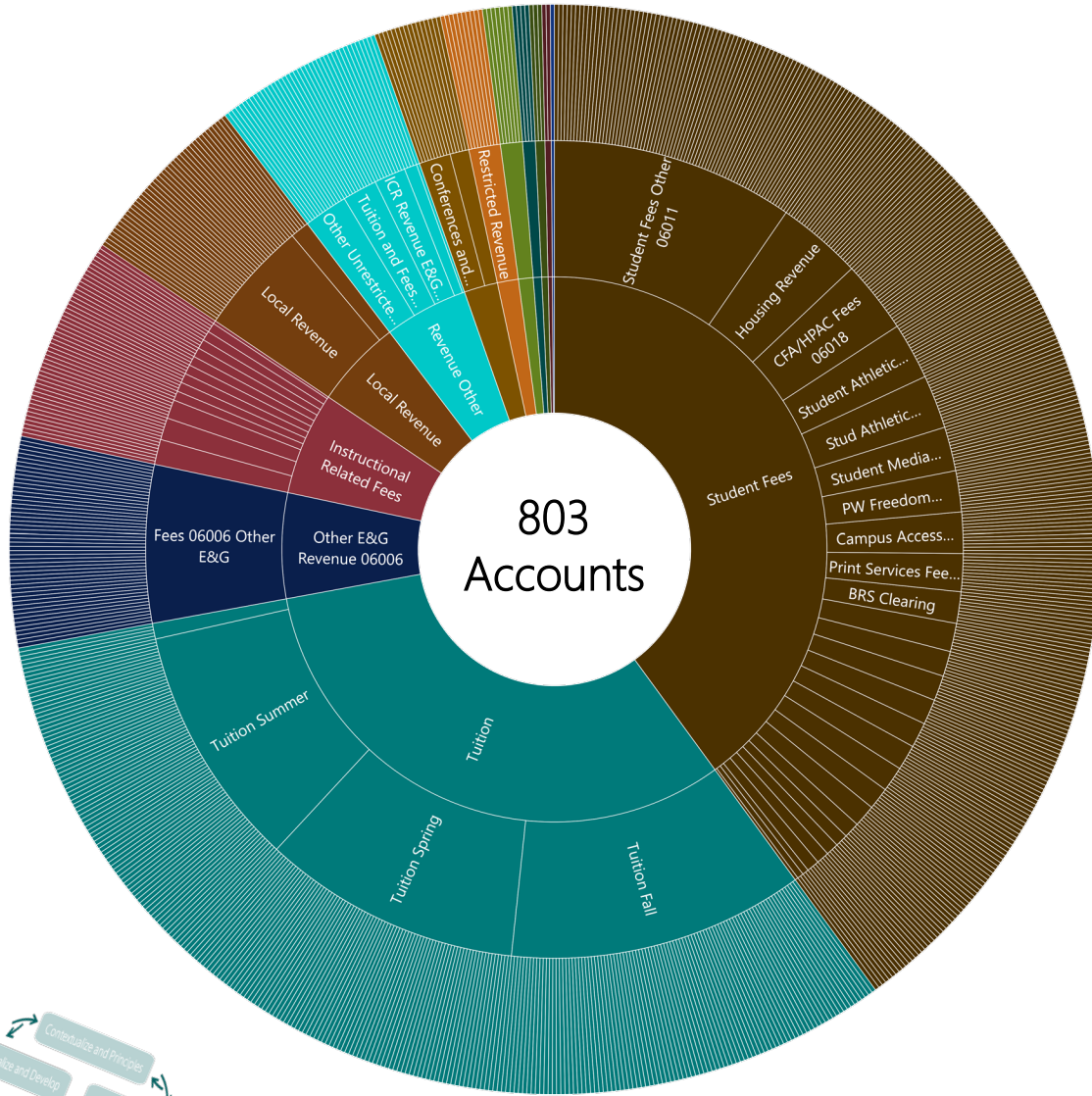


Proposed Chart P

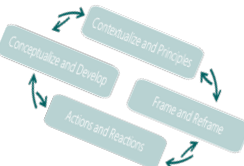
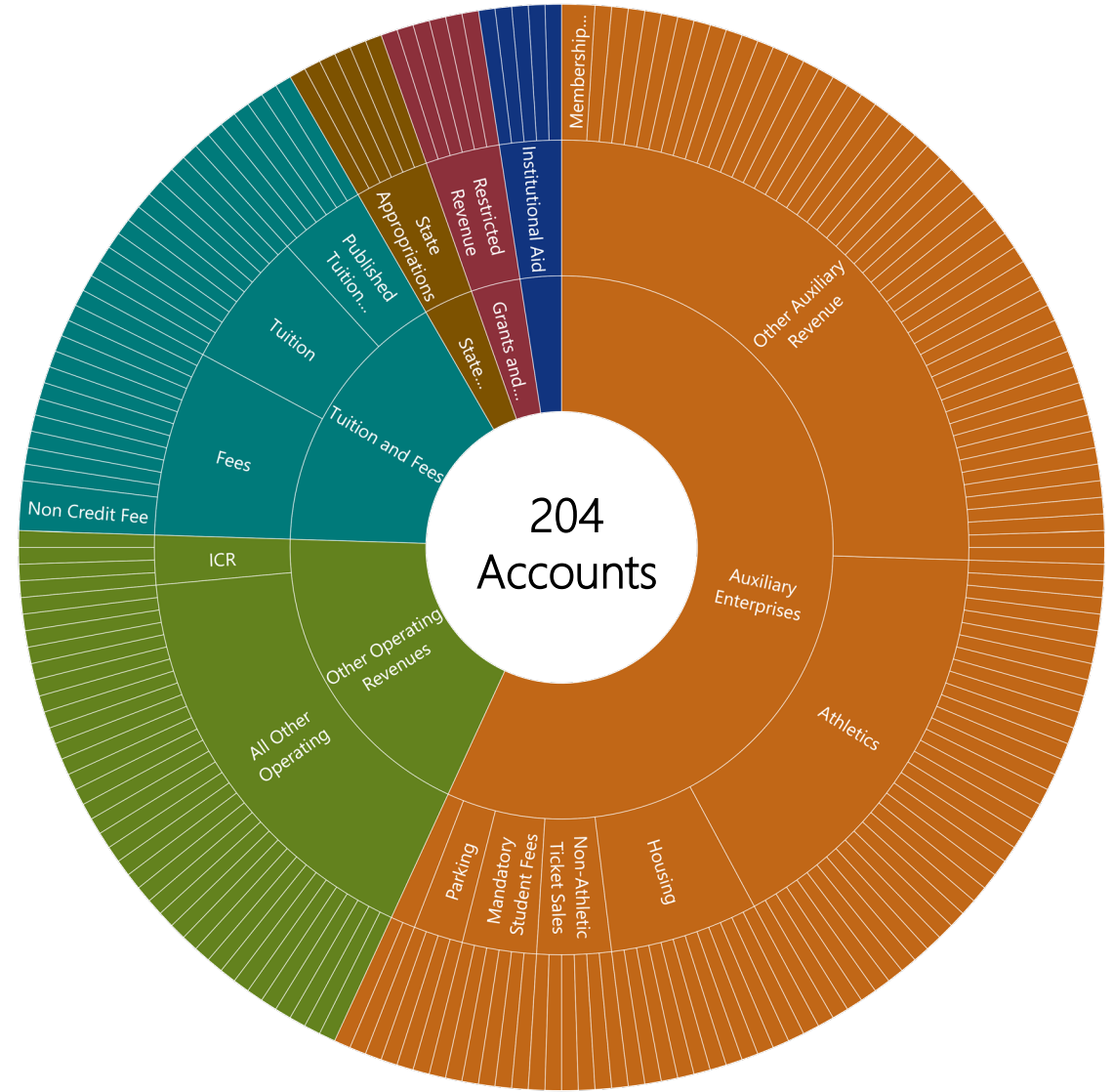


Revenue Account Structure Compare

Original Chart 1



Proposed Chart P



Revenue Account Structure – Chart P

Tuition and Fees - 33

- Tuition
- Fees
- Published Tuition Adjustment

Aid - 5

- Institutional Aid

Grants and Contracts - 6

- Restricted Revenue

State Appropriations - 6

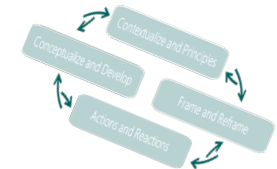
- State Appropriations

Auxiliary Enterprises - 116

- Athletics
- Dining Operations
- Housing
- Mandatory Student Fees
- Non-Athletic Ticket Sales
- Other Auxiliary Revenue
- Parking

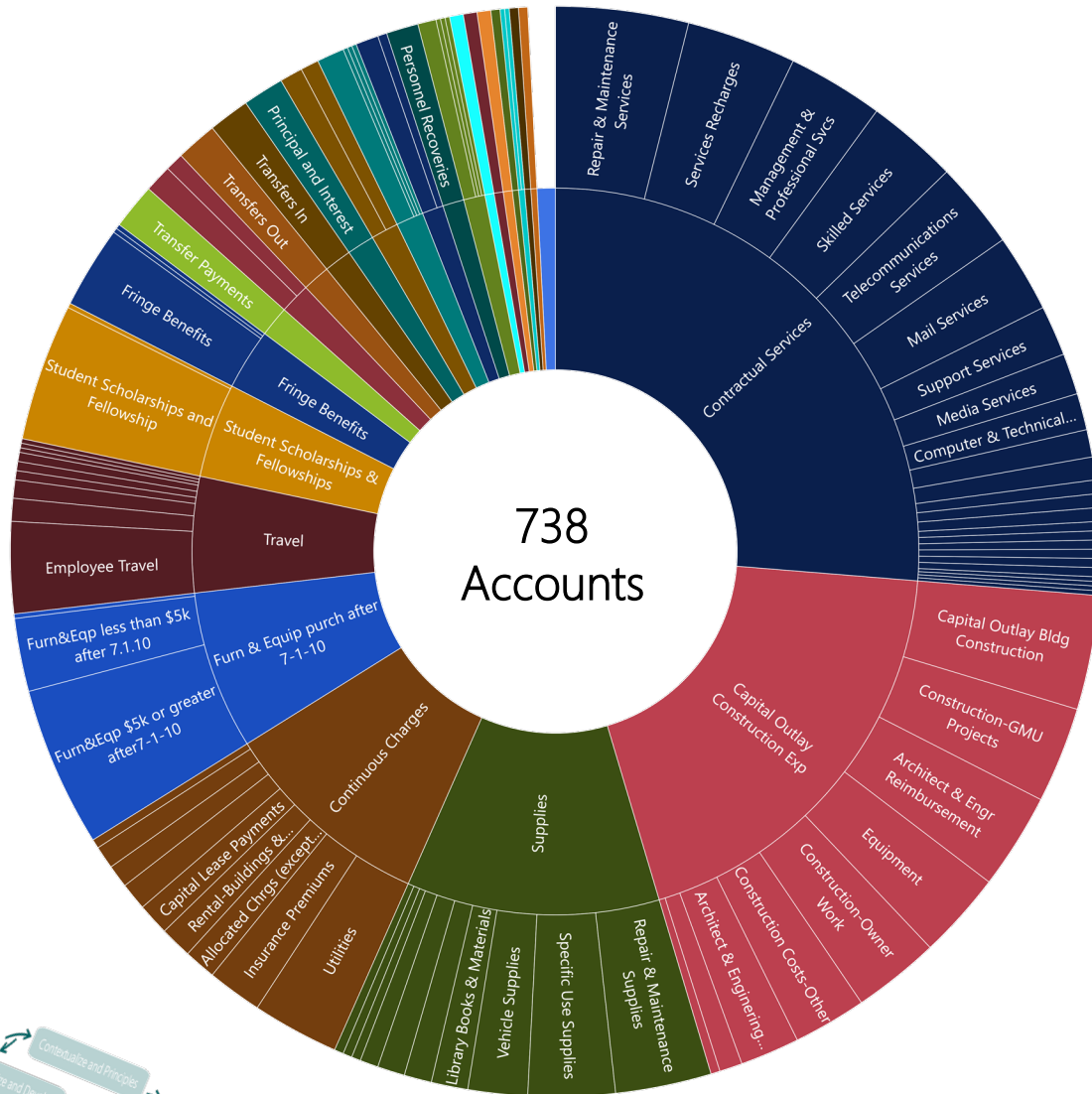
Other Operating Revenues - 38

- ICR
- All Other Operating

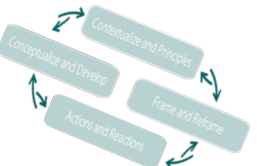
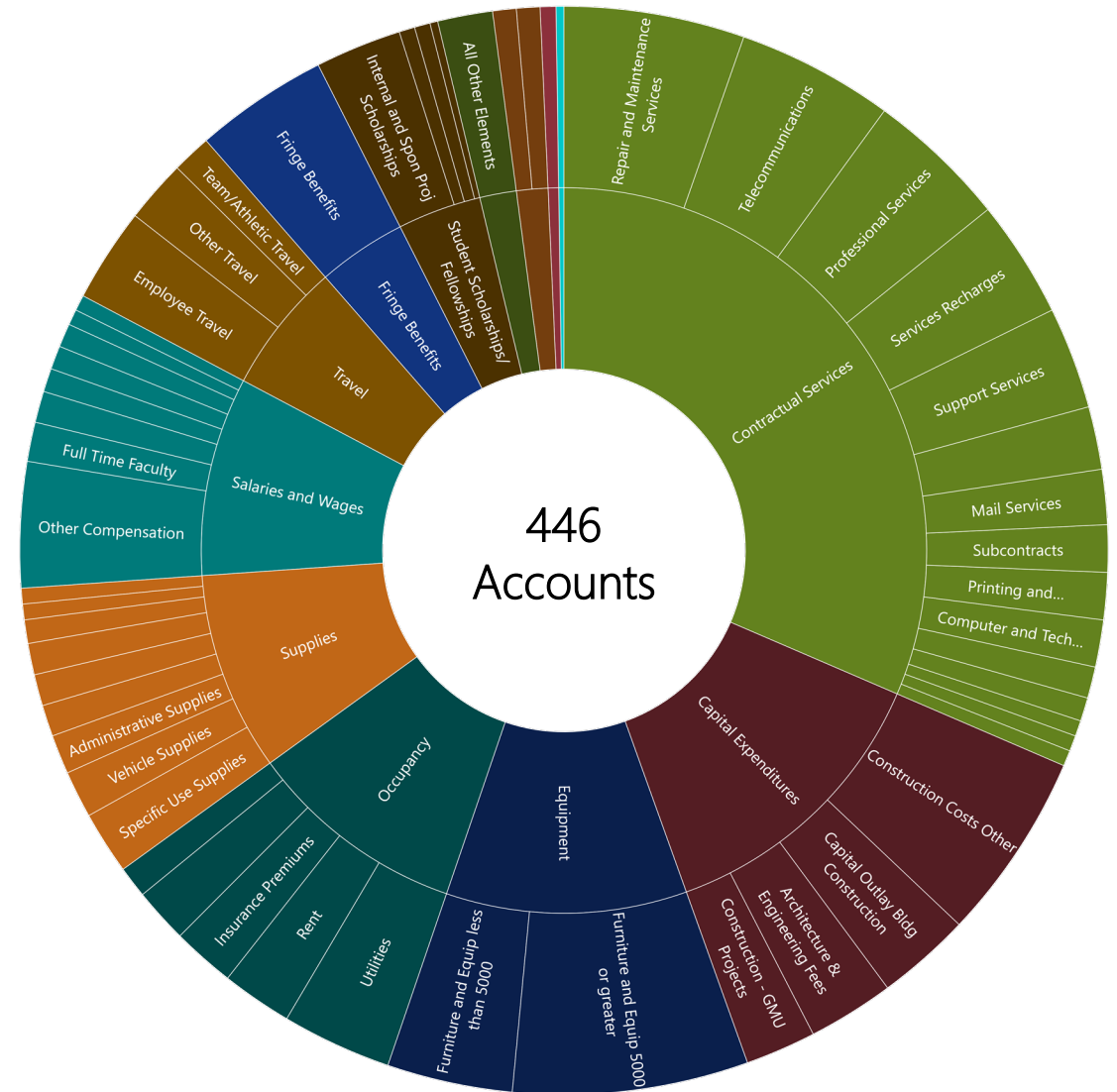


Expense Account Structure Compare

Original Chart 1



Proposed Chart P



Expense Account Structure – Chart P

Salaries and Wages - 38

- Administrative Faculty
- Classified Salaries
- College Work Study
- Full Time Faculty
- Graduate Assistants
- Other Compensation
- Part Time Faculty
- Wages

Fringe Benefits - 17

- Fringe Benefits

Contractual Services - 135

- Admission and Entry Fees
- Computer and Tech Services
- Dues and Subscriptions
- Health Services
- Honoraria
- Mail Services
- Marketing and Advertising
- Printing and Photocopying Services
- Professional Services
- Repair and Maintenance Services
- Services Recharges
- Services Recharges Recoveries
- Subcontracts
- Support Services
- Telephone Communications

Travel - 25

- Employee Travel
- Other Travel
- Team/Athletic Travel

Occupancy - 42

- Allocated Charges exc Util
- Insurance Premiums
- Other Occupancy
- Rent
- Utilities

Supplies - 38

- Administrative Supplies
- Charge Card Credits
- Laboratory & Medical Supplies
- Library Books & Materials
- Repair & Maintenance Supplies
- Residential Supplies
- Specific Use Supplies
- Supplies Recharge Recoveries
- Vehicle Supplies

Equipment - 46

- Furniture and Equip 5000 or greater
- Furniture and Equip less than 5000

Capital Expenditures - 56

- Architecture & Engineering Fees
- Capital Outlay Bldg Construction
- Construction - GMU Projects
- Construction Costs Other

Student Scholarships/Fellowships - 16

- External and Mason Fnd Scholarships
- Internal and Spon Proj Scholarships
- Internal Research Fellowship
- Sponsored Research Fellowship

Debt Service - 6

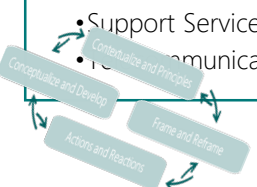
- Interest
- Principal

Indirect Cost - 2

- Indirect Cost

All Other Elements - 7

- All Other Elements

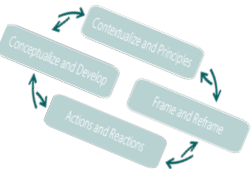
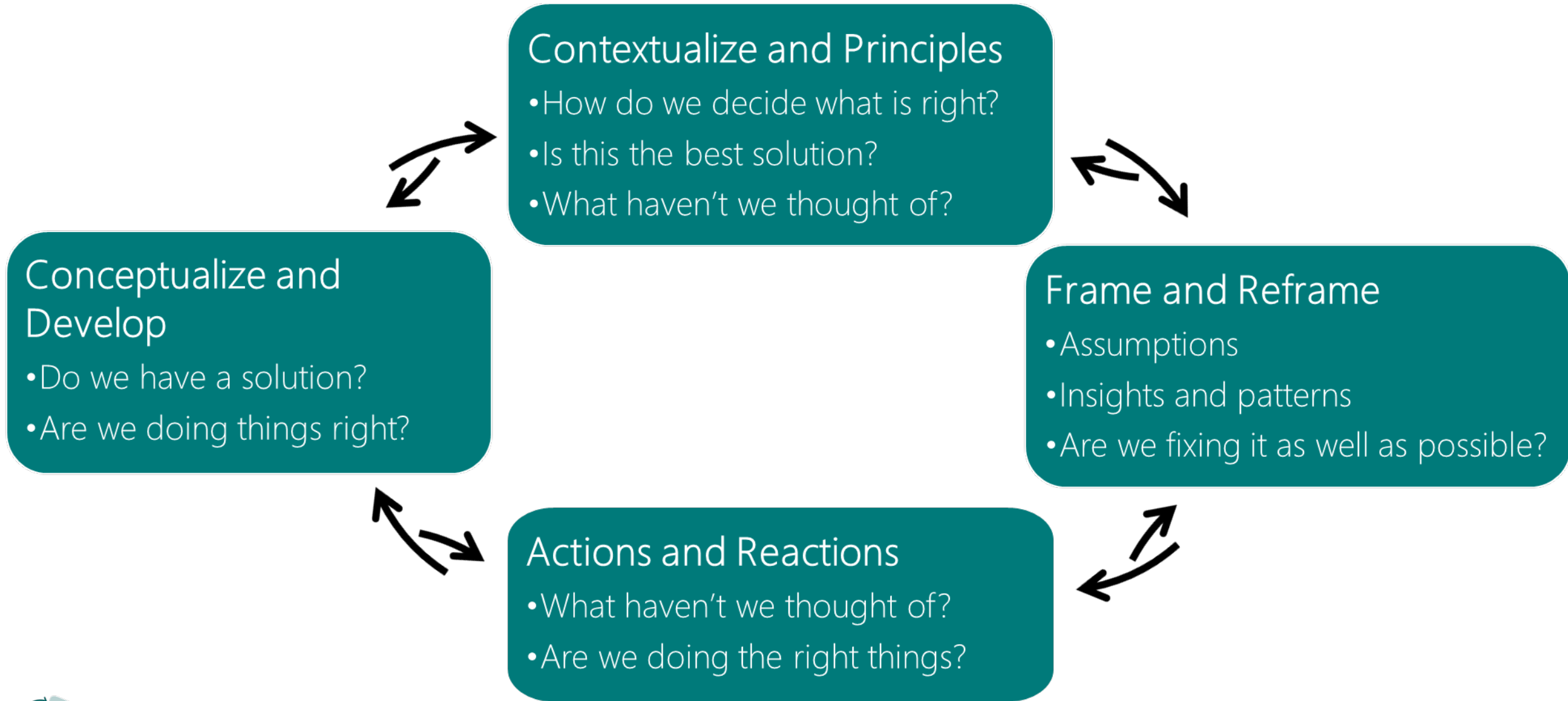




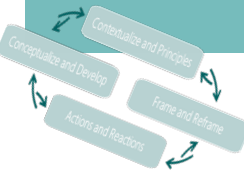
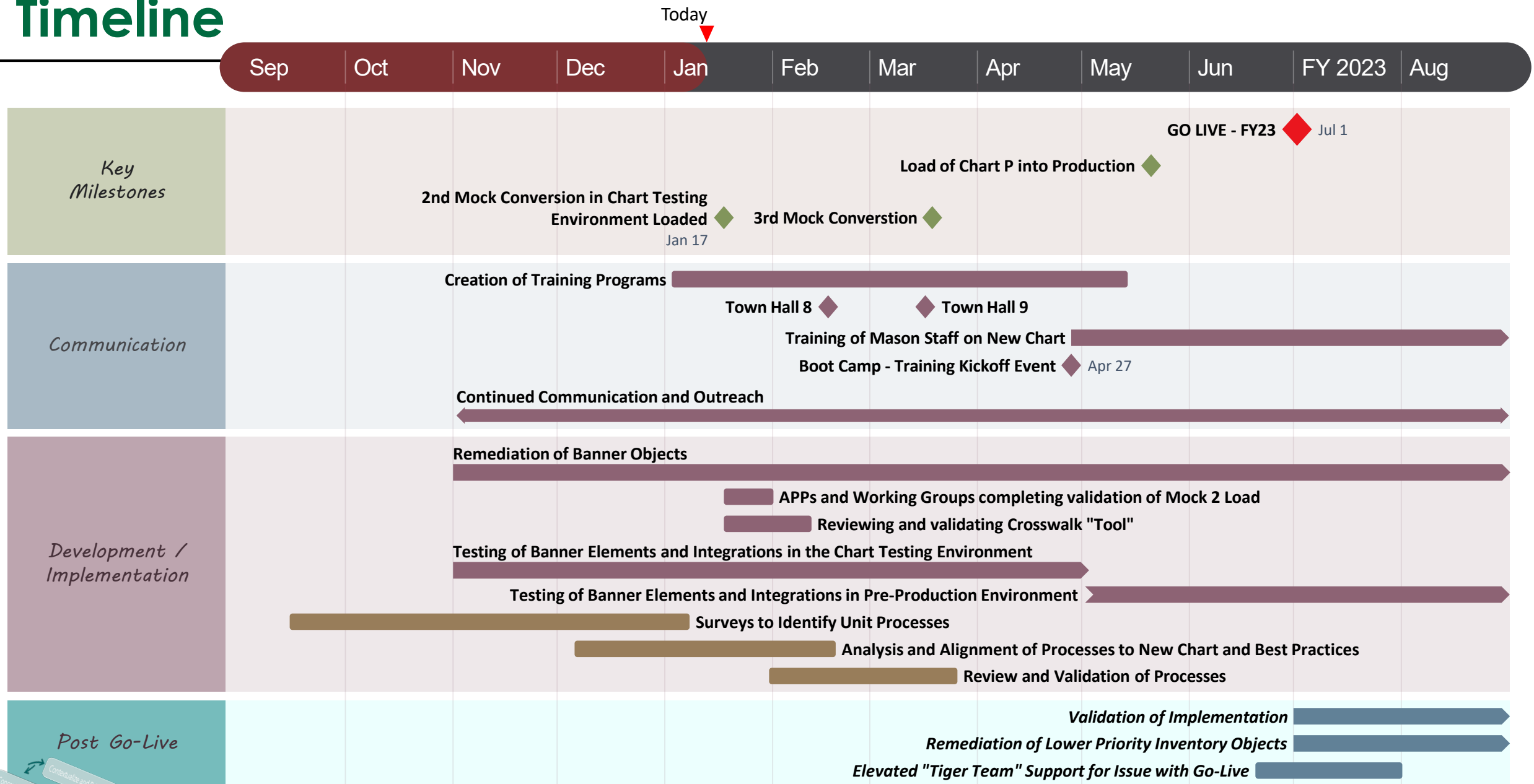
Next Steps

The loop continues...

The Feedback Loop



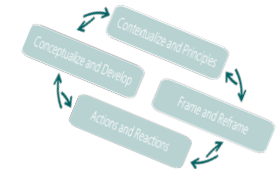
Timeline



What Happens when we go live...

- Stay tuned, pay attention to the year-end memo for updates
- Don't assume "business as usual"
- Take advantage of available training and resources
- Prioritize business critical items
 - Not everything will be in place on day one
- Advocate for priorities
 - Engage with Business Process and Inventory Working Groups
 - Be open to new approaches

Go Live Date is NOT changing – July 1 is real!






Next Steps

- 🔑 Go to the website (principles, resources, contact)
- 🔑 Talk to your APP
- 🔑 MS Teams Community
- 🔑 Spread the word, talk to your peers
- 🔑 Watch and Re-watch this town hall
- 🔑 Attend future Townhalls
- 🔑 SAVE THE DATE: Fiscal Transformation Boot Camp – April 27
- 🔑 Training



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 \(MS Team\)](#)



Questions?