**Project Statement:**

*To analyze key processes within Business Services and provide recommendations in consolidating and streamlining these processes to best fit Western’s practices.*

**Program:** Banner Initiatives

<table>
<thead>
<tr>
<th>Created and submitted by: Wanna VanCuren, Sally McKechnie, Emmett Folk</th>
<th>Date Created: 8/15/2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process Owners: Sally McKechnie</td>
<td>Date Modified: 9/28/2011</td>
</tr>
<tr>
<td></td>
<td>Version: V11</td>
</tr>
</tbody>
</table>
1. Current Situation

The Purchasing, Accounts Payable, Contract Administration and Travel departments have operated as separate units creating overlap in work functions and inefficient operational procedures. In review of the functional areas it was determined that resources could be streamlined to combine business processes and eliminate duplicative functions while enhancing use of existing and emerging technologies. The recent reorganization of Business Services provides us with the unique opportunity to analyze the current business processes and develop strategies to enhance the value added functions within the organization. The team will also review and address operational control recommendations from the Accounts Payable internal audit completed in September 2010; examples include appropriate approval routing for purchase orders and payment, minimize use of spreadsheet shadow systems, and better verification of approval signatures.

Requisition & Purchase Order

Purchasing processes use a three part paper form for requisitioning and do not utilize current ecommerce technology or contracting options. The current form performs six major functions, with as many different routing and handling options. Signature authority and budget authority authentication is equally inefficient.

Due to the current paper requisition practice, Banner system can only reserve budget at the time of actual purchase order being input into Banner System by purchasing personnel. This creates a delay in reporting of the use of funds. This same practice is also cumbersome as the majority of the campus users will manually “write up” a requisition and submit it to Purchasing Department, purchasing personnel then manually enters the purchase order into Banner system. This creates non-value added tasks within Purchasing Department and also increases the possibility of data entry errors.

Since Western practices “decentralized purchasing” in various areas, commodity-based spend is difficult, if not sometime impossible, to analyze since purchasing occurs in multiple and inconsistent methods including reimbursement, check request, PCard and/or purchase order. The inconsistency of the purchasing practice results in lack of strong enterprise-wide data for management to perform overall strategic contracting and sourcing.

Contracts

Contracts team currently maintains a separate Microsoft Access database for contracts. This is a standalone database that does not leverage the University spend and has no built-in capability for the team to analyze contracts and spend date. All of the analysis and reports have to be performed manually. The contract renewal process is also cumbersome and changes dependent upon the type of contract. In addition, the team also maintains an off-line system in tracking and monitoring certificates of insurance. All of these processes are time-consuming and inefficient.
Payments

The current accounts payable process is data entry driven without mechanisms in place for electronic invoicing, automated payments, and PCard acceptance. The invoice approval process includes sending manual approvals to campus to ensure receipt and payment of goods and services. The manual approval process quite often delays timely payment and manual data entry of invoice information also is error prone.

Travel

The current travel authorization and reimbursement processes utilize a wide range of paper forms, eSign forms, and Excel spreadsheets. The process is not cohesive, and end users continuously struggle to comply with rules and regulations. Rules could be part of the process instead of separate from the process, guiding users. Most of the current travel processes are corrective rather than proactive to changes.

2. Business Processes To Be Reviewed

a. 1st Level End-to-End Business Services Analysis

- Purchasing Process – Completed  
  [Click here to view Process Maps]
- Payment Process – Completed  
  [Click here to view Process Maps]
- Contract Process – Completed  
  [Click here to view Process Maps]
- Travel Process – Completed  
  [Click here to view Process Maps]

b. 2nd Level individual Process by Functional Area

i. Purchasing Processes
   1. Reconcile PCard Order
   2. Distribute PCard paperwork / reporting
   3. Support Specialist enters order into Banner, Generates PO, and returns PO to Buyer
   4. Buyer prepares contract paperwork and PO paperwork
   5. Perform Open Order renewal process (I)
   6. Perform contract renewal process (I)

ii. Payment Processes (Accounts Payable)
   1. Sorting documents that come into AP
   2. Performing a 3-way match with the invoice, PO, and receiving documents
   3. Verifying information (account code, budget authority, W#, etc.) on documents not requiring a 3-way match
   4. Performing payment process
   5. Document/Payment review done by AP Supervisor
   6. Encumbrance liquidation (I)
iii. **Travel Processes (Travel Desk)**  
1. Processing card applications (I)  
2. Processing Travel Authorizations (I)  
3. Processing pay documents / payment vehicles  
4. Processing Ticket Release requests  
5. Processing Travel Advances (I)  
6. Placing orders with state movers  

iv. **Contract Administration Processes**  
1. Perform initial contract processing (I)  
2. Contract reviewed and modified as needed (I)  
3. Process contract payment (I)  
4. Perform Certificate of Insurance renewal process  
5. Perform contract review process (I)  
6. Close and archive contract  
7. Assess needs of contract request  
8. File and distribute active contract  

**Note:**  
1. All above processes listed above are documented with the staff within Business Services. Stakeholders will be consulted when the team looks into improvement and recommendations.  
2. See Appendix 1 for project timeline  
3. An (I) after a process name indicates an integrated process, one that involves multiple University departments/stakeholders. Examples include the contract renewal process and encumbrance liquidation. Analysis of these processes will include members from each affected area.

### 3. Functional Areas That Will Be Impacted

<table>
<thead>
<tr>
<th>Academic Affairs</th>
<th>Business Services</th>
<th>Capital, FM, Safety &amp; Parking</th>
<th>Enrollment &amp; Student Services</th>
<th>Financial Services</th>
<th>Human Resources &amp; Payroll</th>
<th>Information Technology</th>
<th>Internal Audit</th>
<th>Internal Control</th>
<th>Legal &amp; Policies</th>
<th>Outside Consultant</th>
<th>Planning &amp; Budgeting</th>
<th>University Advancement</th>
<th>University Relations</th>
<th>All Others</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Impacted</strong></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td><strong>Resources Required</strong></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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</tbody>
</table>
4. Identify Stakeholders

All stakeholders listed are representatives from each impacted area. The team will sort input from these representatives for any potential process change. The team will work with all representatives in major decision making for this project. The team will rely on the representatives to communicate the progress of this project to their respective areas/divisions/departments.

<table>
<thead>
<tr>
<th>Area</th>
<th>Representatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Affairs</td>
<td>Ichi Pencil</td>
</tr>
<tr>
<td></td>
<td>Liz Fitzpatrick</td>
</tr>
<tr>
<td></td>
<td>Susan Hodial</td>
</tr>
<tr>
<td>Enrollment &amp; Student Services</td>
<td>Linda Beckman/Janet McLeod</td>
</tr>
<tr>
<td></td>
<td>Kurt Willis/Raquel Vigil</td>
</tr>
<tr>
<td>Financial Services</td>
<td>Mike Ulrich</td>
</tr>
<tr>
<td></td>
<td>Teresa Mroczkiewicz</td>
</tr>
<tr>
<td></td>
<td>Bob Putich/Becky Kellow</td>
</tr>
<tr>
<td>Facilities</td>
<td>Gary Jordon</td>
</tr>
<tr>
<td>ADMCS</td>
<td>Bob Schneider/Steve Weinberg</td>
</tr>
<tr>
<td>Risk Management</td>
<td>Paul Mueller</td>
</tr>
<tr>
<td>University Planning &amp; Budgeting</td>
<td>Paula Gilman/Linda Teater</td>
</tr>
<tr>
<td>Human Resources</td>
<td>Chyerl Wolf-Lee</td>
</tr>
<tr>
<td>Internal Audit</td>
<td>Kim Herrenkohl</td>
</tr>
<tr>
<td>Legal &amp; Policies</td>
<td>Wendy Bohlke</td>
</tr>
<tr>
<td>University Advancement</td>
<td>Randy Senf</td>
</tr>
<tr>
<td>University Relations</td>
<td>Paul Cocke</td>
</tr>
<tr>
<td>Capital Budget Office</td>
<td>Rick Benner</td>
</tr>
</tbody>
</table>

5. Identify Team Members

All team members listed are proposal only and they have not been contacted at the time of the submission of this paper. All proposed team members will be contacted upon approval of this initiation paper.

Core Team Members
- Sally McKechnie (Business Services)
- Donna Foley (Accounts Payable)
- Debbi Baughn (Travel)
- Leslie Geiger (Contracts)
- Susan Banton (Purchasing)
- Claire Chouaniere (Purchasing)
- Debbie Short (Enrollment & Student Services)
- Sue Frisbee (Engineering Tech)
- Theresa Tripp (Environmental Studies)
- Wendy Knight (Provost’s Office)
6. Relationship to Banner Initiatives Objectives

**Banner Initiatives Objectives**

- **Simplify and automate business processes by implementing best-in-class practice**
  - Avoid human errors
  - Improve data integrity
  - Reduce process cycle time and unnecessary paperwork and handling
  - Increase productivity and improve accuracy
  - Integrate systems and reduce/eliminate redundancy and shadow systems

The focus of this project is to complete a business process analysis on all key processes within Business Services. The team will research best practices from other Universities and determine and adopt the best practice for Western. Based on the process analysis, the team will provide recommendations in eliminating redundancy and consolidate any duplicate steps. Furthermore, the team will explore opportunities in automating the new identified processes using existing or new software. The expected result of this reengineering will be an improvement to the cycle time needed for the entire “Requisition to Check” process. Imaging software will be
implemented to reduce paperwork, improve handling and retrieval of documents, and allow for more effective and transparent communication.

- **Improve services to campus and boost customer satisfaction**

  The business process analysis within this project analyzes end-to-end process that will look beyond the internal impact of process improvements within Business Services. The team will put significant focus on how these potential changes will impact the other business and academic areas of the University. The team will engage key stakeholders that interact with Business Services on a regular basis and seek their input with the proposed changes or recommendations. The goal behind this focus is to improve internal efficiencies but at the same time provide better services to campus and boost customer satisfaction.

- **Improve reporting capabilities on:**
  - Management reports
  - State and federal reporting requirements

  One objective of the process review is to ensure that needed data is captured in the system so as to improve the system’s reporting capabilities. The improved process will also increase the timeliness of reporting.

- **Deliver effective training program to all identified end-users across different departments prior to “go-live”**

  Both demonstrations and hands-on training for any new processes implemented in the future will be provided to Business Services personnel and external stakeholders prior to the go-live date.

- **Provide efficient post implementation support to end-users**

  The implementation team will work closely with ADMCS and Financial Systems Support teams to identify the post implementation support plan for any new software implemented as a result of this project. The team will also ensure that new knowledge and skills are being developed during implementation. These potential champions can also be the future first level post implementation support to end-users.
## 7. Risk Assessment

<table>
<thead>
<tr>
<th>Risk</th>
<th>Impact</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>New processes may be perceived by end-user as more complicated than</td>
<td>End-users, both within Business Services or other areas, may become</td>
<td>The team will communicate with other departments during the planning, decision, and implementation processes as well as provide sufficient training to end-users.</td>
</tr>
<tr>
<td>the existing processes that they are used to after many years.</td>
<td>the existing processes resulting in their circumventing or bypassing</td>
<td></td>
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<tr>
<td></td>
<td>the implemented new processes.</td>
<td></td>
</tr>
<tr>
<td>Insufficient subject matter expertise for the project due to recent</td>
<td>Lack of subject matter expertise will impact the improvement of the</td>
<td>Work closely with all staff members to ensure thorough understanding of their processes and seek input from related stakeholders prior to final decisions.</td>
</tr>
<tr>
<td>consolidation of several positions within Business Services.</td>
<td>business processes being analyzed.</td>
<td></td>
</tr>
<tr>
<td>Business Services staff may be resistant to adopt technically</td>
<td>Losses in efficiency, quality of work, and office morale.</td>
<td>Communicate with staff to determine a general comfort level with technical solutions. Use this to identify areas where more training or more intensive training could be useful. Provide base-level technical training in advance of system-specific training.</td>
</tr>
<tr>
<td>complex solutions in certain areas.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conflicts between team members within project team due to</td>
<td>Some team members may lose interest in the project or will not be as</td>
<td>Consistently coaching team leads and team members to be open minded and embrace new ideas. Project Managers and team leads work together to mediate any incidents in a speedy manner. Encourage team members to treat each other respectfully.</td>
</tr>
<tr>
<td>differences in interest, personality, and work style.</td>
<td>open to discuss their current processes or their ideas of improvement.</td>
<td></td>
</tr>
<tr>
<td>Most Business Services processes impact other departmental and</td>
<td>Push back from end users will delay the implementation of any new or</td>
<td>Engage end users from different areas from the beginning of the project. Communicate the benefits of the new processes to end users clearly and assist them in modifying their processes, if needed.</td>
</tr>
<tr>
<td>faculties’ processes within the University. The timing of changes</td>
<td>change processes.</td>
<td></td>
</tr>
<tr>
<td>and/or implementation may not meet the time schedule of the other</td>
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<tr>
<td>other department resulting in “push-back” from them.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not enough investigation as to how process change within Business</td>
<td>New processes may benefit Business Services but may break the processes</td>
<td>Carefully identify correct stakeholders, engage and seek input from them for planning on process changes that will impact them. Seek stakeholders input prior to the execution of tasks consolidation.</td>
</tr>
<tr>
<td>Services may impact our stakeholders’ areas.</td>
<td>from other stakeholders’ areas. Consolidation of tasks may decrease</td>
<td></td>
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<tr>
<td></td>
<td>our service level to other areas/departments.</td>
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### Banner Initiatives – Project Initiation Document

<table>
<thead>
<tr>
<th>Risk</th>
<th>Impact</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not sufficient ADMCS staff to fulfill technical support for this project due to recent budget cuts.</td>
<td>Not sufficient technical support or advice will delay the timeline of this project.</td>
<td>Work closely with ADMCS team. Engage them in planning of the implementation timeline. Obtain funding, if necessary, to hire temporary technical support to fill the gap.</td>
</tr>
<tr>
<td>Not sufficient functional analyst support for project due to newly implemented Banner module (Grant, Banner/Sequoia Integration) etc.</td>
<td>Not sufficient functional support will impact the quality of the analysis by missing key issues.</td>
<td>Encourage cross functional training amongst our functional analysts so to free up time from one to the other. This practice will allow the one who has the knowledge in the current project to focus on this project while the others provide day-to-day functional support to end-users.</td>
</tr>
</tbody>
</table>

### 8. Research

The team has started research for this project and will continue to research into universities similar to Western throughout this process review period. The team will also engage Banner experts when implementing new processes that are related to Banner modules so to fully optimize the use of additional features within the system.

Following is some of the research that has been done:

**Purchasing & E-Procurement**

SciQuest is one of the eProcurement software that provides numerous e-procurement modules designed specifically for higher education institutions and public sector. They are currently partnered SunGard Higher Education to provide solutions that tie directly into Banner. Their on-demand eProcurement software provides better control in spend money, streamline catalog management and direct spend to preferred vendors. Their software will also drive higher compliance with contracts, tighten control and increase visibility throughout the entire source-to-settle process. Included in their list of available modules is a Contract Management module that could be advantageous to the Contract Administration and Purchasing areas. Such a module could eliminate the need for the in-house developed Microsoft Access databases currently being employed to store and manage contract records. Note that Washington State is currently working with SciQuest in purchasing their solution for them. Western is working with the State very closely to build in Higher Ed in the State contract.

The team also contacted University of Washington who currently is using Ariba – another eProcurement software in the market. Ariba was originally designed with a strong focus in manufacturing and supply chain, but also developed a comprehensive solution for HigherEd. Through conversation with Carla Helm, Senior Associate Director with University of Washington, she did expressed difficulties in maintaining this system even after 10 years of implementation due to various internal and software upgrade issues.
Increased Contract Compliance through eProcurement - University of Missouri

Prior to its implementation of an e-procurement solution, UM operated a disbursed collection of purchasing offices that were seen as an obstacle to get around by the greater campus community. The result was low end-user satisfaction as well as high off-contract spending. To address this issue, UM opted for a SciQuest eProcurement solution with the focus centered on a new online requisition platform. The traditional e-commerce feel to their online procurement system was much more user friendly than their previous ERP-system based solution, leading to a dramatic increase in user satisfaction. This led to a reduction in rogue, off-contract spending as more and more faculty and staff used the online market.

The more people that used the system, the more the University was able to save money by steering people toward pre-negotiated contract prices and boosting the University’s level of contract compliance. The University was even able to negotiate better prices with their vendors once the system was being implemented so that they would become preferred vendors in the new system. Once the system is fully in place, UM expects to generate as much as $17.9 million in annual savings. One specific item UM credited to the success of this project was how it was marketed to the rest of campus. They wanted to make sure the system was transparent in how it functioned and was very simple for campus users to pick up. In addition, a lot of campus outreach was done to involve the to-be users of the new system. These outreach efforts ranged from supplier fairs to as well as a contest to determine the name of the new system. The end result was a user friendly system that encouraged UM faculty and staffs to avoid rogue spending and take advantage of the University’s pre-negotiated prices.

Banner Travel and Expense Module - Savannah College of Art and Design

SunGard also offers a Banner Travel and Expense module that could be beneficial to Western. As indicated above under “Current Situation”, our current travel process is extremely manual and cumbersome and is in great need of automation.

The team researched in this area and found that Savannah College of Art and Design was a featured case study for the Banner Travel & Expense module. This module focuses on creating a less paper-intensive and costly process. Functionality specifically cited in the case study included fund encumbrance, reimbursements, approval management, and electronic document storage. In this case study, Banner Travel and Expense was also integrated with Banner Workflow and the Banner Document Management Suite. The Western team has scheduled with SunGard for a demo of this module on October 12th, 2011 so team members can have a preview of all key functionalities.

Online Requisitions - Site Visit to Evergreen College April 2011

The key personnel from Purchasing Department, together with both functional and IT support personnel went to visit Evergreen College in April 2011. The objective of this visit is to observe how Evergreen college implement and utilize Banner on-line requisition together with their purchasing and payment process. Evergreen College uses Banner INB (the Internet Native Banner client) Requisitions in their Purchasing Department as a means of eliminating paper requisition forms. All Evergreen campus users enter requisition directly into Banner. Approval queues are used for requisition approval. Approval of
POs was effectively phased out under the idea that all requisitions have already been approved by the appropriate Budget Authority already. This eliminates duplicate approval process.

They used mandatory training program for all campus users so to prevent users from falling back into using the old way of submitting paper requisition forms to their Purchasing Department. In fact, paper requisition forms will not be processed even if received. Instead, the submitter will be contacted and invited to a one-on-one training session with a member of the Purchasing Department on how to place an online requisition.

9. Process Review Budget

Following budget is for the study only and does not include any implementation or software purchase:

Services from consultants regarding process and system study
Consulting Hours $185.00 for 40 hours $ 7,400.00
Travel & Expenses $ 2,600.00

Total Request $10,000.00
Appendix 1

See attached proposed project timeline for the business process review phase.