

# EMORY | SCHOOL OF MEDICINE

## ***Going from Funds Flow Model to Hard Wiring Through Financial & Budget Management Systems***



# Speakers

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- Cindy Nguyen, BS, Director, Budget & Finance, Emory University School of Medicine

# Learning Objectives



1. Understand the approach to developing a roadmap for prioritizing improvement initiatives.
2. Develop key reports and approaches to improve budgeting, forecasting, reporting and compensation planning.
3. Collaborate across many audiences to identify needs, develop solutions and work through continuous process improvement and on-going roadmap development.

# Background: Development of Funds Flow Methodology

## Financial Strategic Alignment (FSA)

- With the economic landscape in academic medicine changing, the School of Medicine (SOM) strategically aligned its financial funds flow to position the organization for future success. The FSA model for funding operating budgets focuses on:
  - consistent expectations
  - transparent methodology
  - aligned incentives
  - reduced negotiations
  - aligned strategic priorities
- FSA also establishes expectations for:
  - research productivity
  - salary coverage expectations
  - defined education support model
  - provides drivers for faculty to maximize their productivity

# Background: Budget Process – Where we started

Budget Process	Key Issues
<ul style="list-style-type: none"><li>• Standalone Department Excel Workbooks(70+ files), multiple tabs &amp; customizations</li><li>• Manually loaded with HR data</li></ul>	<ul style="list-style-type: none"><li>• If error found, all workbooks had to be corrected &amp; updated</li></ul>
<ul style="list-style-type: none"><li>• No visibility into workbooks until submission of department budget file</li><li>• Required formatting &amp; printing for leader review</li></ul>	<ul style="list-style-type: none"><li>• Focus on compiling data &amp; printing files vs. analyzing/understanding data</li></ul>
<ul style="list-style-type: none"><li>• Aggregated department data manually to create SOM database once budget finalized</li></ul>	<ul style="list-style-type: none"><li>• Errors in database due to misalignment &amp; version control issues</li></ul>
<ul style="list-style-type: none"><li>• Faculty summarized by dollars only</li></ul>	<ul style="list-style-type: none"><li>• Complex and inaccurate normalization done to implement initial FSA</li></ul>

# Process Improvements needed to support Funds Flow

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- **Required Data:**

- Mission based All Funds Budget Management
- Break down between Operating and Strategic Dollars
- Individual Faculty FTE & Dollar Mission Metrics:
  - Research
  - Education
  - Clinical
  - Administrative

- **Technology solution needed:**

- No off-the-shelf solution existed to meet needs
- University Budget System timeline/selection was 3 years away

# SOM Approach to Continuous Process Improvement



The adoption of the FSA methodology drove the need to identify and implement technology solutions that allowed the hard wiring of fiscal management. Beginning with FY2016, the SOM has been on a journey to implement technology-based solutions with a focus to consistently evaluating and improving processes to allow for:

- Evolving and expansion of annual budget process
- Strategic Planning
- Development of Monthly Forecasting
- Annual Faculty Compensation Planning
- Robust reporting

The goals of this process are:

- Enabling oversight & adherence with FSA principles
- Move from data manipulation to real time data analytics
- Improve the end-user experience
- Proactive management of processes

# SOM Finance Technology Roadmap

- Developed more organically versus a multi-year defined plan
- Each year has built off the prior year with planned additions and enhancements resulting from SOM leadership needs and survey input from end-users
- **2015:** Inception of **FSA** and associated needs to link key financial processes back to the methodology
- **2016-2018:** Short-term technology solution implemented with a tight timeline - **SOM only (Vena)**
- **2018:** Emory University/SOM launched a RFP and selected a software solution (Axiom)
  - University partners with SOM on **Phase I: Design and Implementation School Budgets (WAM)**
  - SOM leads **Phase II design: Department Labor Planning and Revenue/Expense Planning**
- **2019:** Axiom launches with new robust **Department Labor Planning** and improved **Detail Budget Functionality**
- **2020:** Axiom expands & adds: **Forecasting, Annual Faculty Comp Planning, Strategic Planning Forms**
- **2021:** Axiom Beta Web-based **Strategic Request Tool** Launched:
  - Focus on: Recruits, Capital, Space & Other Expenses



# 2016 – 2018: Planning with Vena

## Vena Launches

- New Technology



- New **Budget Categories** to support Missions:
  - Research
  - Education
  - Clinical
  - Admin/Other
  - Work to categorize projects
- New **FSA Definitions**
- New **FTE Definitions**
- New Planning at **Employee Detail Level**

## Benefits:

1. Data Saved back to a database
2. On-Demand Reporting
3. Workflow allows for version control
4. Detail captured: Employee planned at detail level (FSA)

## Lessons Learned:

1. Understand tools strengths and challenges prior to design. Separate processes to avoid long open and save times.
2. Understand technical challenges—outdated computers, virtual desktops
3. Beta test with end users
4. Time for end users to understand new FSA & FTE Definitions

# Axiom Platform 2018 – University Tool Demo

- School of Medicine Home Page – Central Location For End User to access Plan Files, Forecasts, Reporting and Information!
  - Quick Demo of Navigation & Features

The screenshot displays the Axiom Platform interface within an Excel environment. The main content area is titled "Welcome to the School of Medicine Home Page" and features several key sections:

- Welcome, Cathy Groen:** Includes a "1 Page Quick Reference" and "Speedtype Ref Table".
- Important Budget Dates & Reminders:**
  - ✓ *FY21 Budget Letters were emailed on June 30! Thank you for your hard work and efforts during this challenging budget season! Stay safe!*
  - > *Getting ready for yearend - run the Daily Fund Balance Report in Axiom to quickly review your balances!! Each morning, balances are refreshed from EBI.*
  - >> *Location: User Reports>Forecast>New Daily Fund Balance>Report - SOM Axiom Fund Balance Report v1*
- FY20 SOM E&G Monthly Forecast Process - Now Open!**
  - > *July Forecast is open with actuals updated thru June! Due July 29th.*
  - >> *Forecast Report is under User Reports>Forecast: E&G Summary Forecasting Report Monthly CY*
  - >>> *FCST Reminder: Make sure to update your Fringe Method if needed. Default is to budget so as you make Salary changes, please pick an updated method(je. YTD Actuals, Fixed % to properly reflect the Fringe dollars needed.)*
- FY2021 Faculty Compensation Planning Process - Open!**
  - > *To access, click on Explorer, then under File Groups, Double Click on the Faculty Compensation 2021 Folder.*
  - > *Now Available: FY21 Compensation Report Available Under User Reports>Compensation Planning.*
- New! CY2021 Grady Baseline Budgets Launching in Axiom Monday July 27th!**
  - > *New Integrated process using FY2021 Labor Planning Data!*
  - > *Now Available: CY21 Grady Report Available Under User Reports>Grady Planning>CY21 Pre-Review Emory at Grady Budget Baseline Report with CY20 Plan*

On the right side, there are two callout boxes:

- Important Do's and Don'ts:**
  - Do's:** Be sure to save your data periodically! Save before Refresh!! Minimize number of excel files open when working in Axiom. Change View to make easier to see
  - Don'ts:** Don't update if (R/O) is next to tab name. This means file is read only. Please do not open macro enabled workbooks in Axiom. Please do not open multiple reports and template at same time. Don't leave Axiom spreadsheet open when you
- New Commitment Tracking Panel:** Includes a small inset image of the Axiom Assistant interface showing the Commitments section.

The left sidebar shows the Explorer pane with "My Files" and "File Groups" sections, listing various reports and folders like "Budget2020", "Commitment Tracking", and "SOM Information Folder".

# Roadmap – Axiom 2019: Toolbar Navigation

- Ability to use Change View, Go To or Refresh(Filter) Labor Data to isolate specific Dept, Employee, type of Employee
  - Flexibility for end user to drive how tool is used

The image displays three screenshots of the Axiom 2019 interface, illustrating navigation options:

- Change Views:** A dropdown menu titled "Change View" with an "Add Row(s)" button. It lists "Column Views" (Select All, Deselect All, FTE Monthly, Salary Monthly, Cost Share Monthly) and "Sheet Views" (1 Roster, 2 Salary Planning, 3 Funding By SpeedType, 4 Funding With Cost Share/FSA, 5 Employee Full View). The "3 Funding By SpeedType" option is highlighted.
- Go To:** A dropdown menu titled "GoTo" with "Drill" and "File Attachme" options. It lists several "Jump To" options: "Jump To Labor Allocation: Department", "Jump To Labor Allocation: Employee" (highlighted), "Jump To Bulk Planning: Department", "Jump To Bulk Planning: SpeedType", "Jump To Other Comp: Department", and "Jump To Other Comp: SpeedType/Earnings Type".
- Refresh:** A dialog box titled "Refresh Variables" with a close button. It contains three sections: "Department (optional)" with a text input "Choose a value for Dept." and a "Choose Value..." button; "Employee Name (optional)" with a text input "Choose a value for EmpID\_YearMo." and a "Choose Value..." button; and "Employee Type (optional)" with a text input "Choose a value for EmpClass\_Type." and a "Choose Value..." button. At the bottom are "OK" and "Cancel" buttons.

# Roadmap – Axiom 2019: Expanded FTE Functionality

## • Axiom Expanded FTE Functionality

- Preloads from Faculty Activity Screen
- Grant End Dates Drive Month with Alerts(!) if Grant Ending
- The new by Month selector allows end user to use Month pull down's to quickly populate

e0380137 9241-Professor - Tenured			2.50%	\$0	\$0	\$0	1.000
Funding Sources (Cooper, Max Dale )			Proposed FY2019 Activity FTE				
Budget Category	SpeedType	SpeedType Description	SpeedType FTE Input Entry	Spread Method	FY'19 Start Date	FY'19 End Date	Proposed Avg. Activity FTE
SOM_E&G - Research	s0000048554	SOM: Pathology: Admin1032A110	0.243	Even	Sep 2018	Aug 2019	0.243
SOM_E&G - Research Cost Share	s0000055650	SOM: Pathology: Admin1032A110	-	Even	Sep 2018	Aug 2019	-
SOM_G&C - Federal	s0000055983	Characterization of Lamprey B	0.099	Even	Sep 2018	Sep 2018	0.008 !
SOM_G&C - Federal	s0000059058	Functional study of the lampre	0.029	Even	Sep 2018	Sep 2018	0.002 !
SOM_G&C - Federal	s7360000021	Evolution of T cell developmen	0.480	Even	Sep 2018	Aug 2019	0.480
SOM_G&C - Federal	s7360000035	COOPER: B and T Cell Biology	0.099	Even	Sep 2018	Aug 2019	0.099
SOM_G&C - Federal	s7360000085	Smart Anti-Glycan Reagents to	0.050	Even	Sep 2018	Sep 2018	0.004 !
Total:							<b>0.837</b>
Variance:							<b>0.163</b>

Funding Sources (Cooper, Max Dale )			Proposed FY2019 Activity FTE				By Month FTE Activity													
Budget Category	SpeedType	SpeedType Description	SpeedType FTE Input Entry	Spread Method	FY'19 Start Date	FY'19 End Date	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Proposed Avg. Activity FTE	
SOM_E&G - Research	s0000048554	SOM: Pathology: Admin1032A110	0.243	Even	Sep 2018	Aug 2019	0.243	0.243	0.243	0.243	0.243	0.243	0.243	0.243	0.243	0.243	0.243	0.243	0.243	
SOM_E&G - Research Cost Share	s0000055650	SOM: Pathology: Admin1032A110	-	Even	Sep 2018	Aug 2019	-	-	-	-	-	-	-	-	-	-	-	-	-	
SOM_G&C - Federal	s0000055983	Characterization of Lamprey B	0.099	Even	Sep 2018	Sep 2018	0.099	-	-	-	-	-	-	-	-	-	-	-	0.008 !	
SOM_G&C - Federal	s0000059058	Functional study of the lampre	0.029	Even	Sep 2018	Sep 2018	0.029	-	-	-	-	-	-	-	-	-	-	-	0.002 !	
SOM_G&C - Federal	s7360000021	Evolution of T cell developmen	0.480	Even	Sep 2018	Aug 2019	0.480	0.480	0.480	0.480	0.480	0.480	0.480	0.480	0.480	0.480	0.480	0.480	0.480	
SOM_G&C - Federal	s7360000035	COOPER: B and T Cell Biology	0.099	Even	Sep 2018	Aug 2019	0.099	0.099	0.099	0.099	0.099	0.099	0.099	0.099	0.099	0.099	0.099	0.099	0.099	
SOM_G&C - Federal	s7360000085	Smart Anti-Glycan Reagents to	0.050	Even	Sep 2018	Sep 2018	0.050	-	-	-	-	-	-	-	-	-	-	-	0.004 !	
Total:							<b>1.000</b>	<b>0.822</b>	<b>0.822</b>	<b>0.822</b>	<b>0.822</b>	<b>0.822</b>	<b>0.822</b>	<b>0.822</b>	<b>0.822</b>	<b>0.822</b>	<b>0.822</b>	<b>0.822</b>	<b>0.837</b>	
Variance:								X	X	X	X	X	X	X	X	X	X	X	X	<b>0.163</b>

# Roadmap – Axiom 2019: New Cost Share Section

- New Cost Share/Cap Section will calculate cost share dollar impact and provides column to enter mandatory cost share re-distribution
  - **Red Alert Message** displays if Salary over **\$187,000** Annual CAP
  - Ability to enter Salary Cap by Grant to properly calculate impact
  - Cost Share Re-distribution input column used to add Cost Share and automatically re-calculate dollars & distribution %

Funding Sources ( [ ] )			Salary is over NIH CAP. Please Update Below Grants Impacted										✓	✓
			FY2019 Cost Share Calculation											
Budget Category	SpeedType	SpeedType Description	Cost Share Type (Mand NIH, Mand Other, Volunt, K Award)	Salary Cap	Salary Cap FTE	Sal Cap Adjusted For Partial Yr. and <1.0 FTE	Max Allowed Based On Activity	Cost Share Dollars Calculated	Mandatory Cost Share \$ Re-Distribution	Other Salary \$ Re-Distribution	Proposed Bgr Salary (Incl Cost Share)	% Distr		
SOM_E&G - Research	s0000048554	SOM Pathology: Admin1032A110	-	-	-	-	-	-	-	-	90,882	24.300%		
SOM_E&G - Research Cost Share	s0000055650	SOM Pathology: Admin1032A110	-	-	-	-	-	-	141,802	-	141,802	37.915%		
SOM_G&C - Federal	s0000055383	Characterization of Lamprey B	Mand NIH	185,100	1.000	185,100	18,325	18,701	-	-	18,325	4.900%		
SOM_G&C - Federal	s0000053058	Functional study of the lampre	Mand NIH	185,100	1.000	185,100	5,368	5,478	-	-	5,368	1.435%		
SOM_G&C - Federal	s7360000021	Evolution of T cell developmen	Mand NIH	187,000	1.000	187,000	89,760	89,760	-	-	89,760	24.000%		
SOM_G&C - Federal	s7360000035	COOPER: B and T Cell Biology	Mand NIH	187,000	1.000	187,000	18,513	18,513	-	-	18,513	4.950%		
SOM_G&C - Federal	s7360000085	Smart Anti-Glycan Reagents to	Mand NIH	187,000	1.000	187,000	9,350	9,350	-	-	9,350	2.500%		
							\$141,316	\$141,802	\$141,802	\$0	\$374,000	100.00%		
										Variance:	\$0	0.00%		

# Roadmap – Axiom 2019: New Faculty FSA Section

- FSA Summary and Speedtype Section will step thru the annual FSA metrics and show how the FSA rules are applied
  - Speedtype Section below will display metrics applied at SpeedType level indicating FSA Qualification
  - Final FSA Error Check column indicates √ if request is within guidelines
  - New All-in Support indicator will allow tracking of department support of All-in Funds

Funding Sources ( [Redacted] )			FSA Metric Review					Action Needed: Adj to E&G Research FTE or Transition to All-In Support Indicator-Dropdown	
Budget Category	SpeedType	SpeedType Description	SDM FTE Grant [1b]	SDM Research FTE [3]	E&G Research Support FTE [5iii]	E&G Transition Support FTE [4iii]	Final FSA Error Check [4 & 5 iv]		
SDM_E&G - Research	s0000048554	SDM: Pathology: Admin1032A110		0.24300	0.24300		√		E&G Research
SDM_E&G - Research Cost Share	s0000055650	SDM: Pathology: Admin1032A110		-					<Select>
SDM_G&C - Federal	s0000055983	Characterization of Lamprey B	0.09900	0.09900					<Select>
SDM_G&C - Federal	s0000059058	Functional study of the lampre	0.02900	0.02900					<Select>
SDM_G&C - Federal	s7360000021	Evolution of T cell developmen	0.48000	0.48000					<Select>
SDM_G&C - Federal	s7360000035	COOPER: B and T Cell Biology	0.09900	0.09900					<Select>
SDM_G&C - Federal	s7360000085	Smart Anti-Glycan Reagents to	0.05000	0.05000					<Select>
[Redacted] SpeedType			0.75700	1.00000	0.24300	-			
			<b>Qualifies for FSA</b>						

# Roadmap – Axiom 2019: Budget Planning Enhancements

- Axiom E&G

- Prior Year Budget and Actuals Provided to assist with FY19 Proposed Budget
- New Projection Column to capture submitted Forecast

EMORY		Budget Category Selected: E&G - Research					Instructions:					
FY2019 Detail Budget - Budget Input		Current View: Default Activity Only					1. Input data below. 2. Save data frequently and always save prior to clicking Refresh. 3. Click Save and then Refresh to access another Budget Category.					
Budget Category	Account	FY2017 Actuals	FY2018 Actuals Thru Dec	FY2018 Full Year Projections	FY2018 Original Base Budget	FY2018 Revised Base Budget	FY2019 Proposed Budget Starting Point	FY2019 Base	FY2019 Adj. (%)	FY2019 Adj. (\$)	FY2019 Proposed Budget	Comments
<b>UOB</b>												
<b>E&amp;G - Research</b>		1,253,968	296,076	-	1,277,229	1,277,229					596,078	1,142,596
██████████ ██████████ ██████████ 554 ██████████ Not Started		1,253,968	296,076	-	1,277,229	1,277,229						1,142,596
<b>Revenues</b>		-	-	-	-	-	-	-	-	-	-	-
<b>Expenses</b>		965,460	264,788	-	954,887	954,887					273,736	820,254
<b>+ Salary &amp; Fringe Benefits</b>		729,443	195,612	-								546,518
Faculty Salaries		571,032	153,157	M	534,236	534,236	From Labor Planning					429,484
Staff Salaries		148	259	M	-	-	From Labor Planning					-
Post Doctoral Salaries		2,043	5	M	-	-	From Labor Planning					-
Fringe Benefits		156,220	42,191	M	146,315	146,315	From Labor Planning					117,034
<b>Financial Aid</b>		166	-	-	-	-						-
Fellowship Expense		164	-	M	-	-	CY Budget - Revised	-	0.0%	-	-	-
Student Aid		2	-	M	-	-	CY Budget - Revised	-	0.0%	-	-	-
<b>General Operating Expenses</b>		235,852	69,177	-							273,736	
Computers and Noncap Equipment (< \$5,000)		4,100	45	M	-	-	CY Budget - Revised	-	0.0%	-	-	-
Consulting Services		21	260	M	-	-	CY Budget - Revised	-	0.0%	-	-	-
Employee Programs		-	1,948	M	7,000	7,000	CY Budget - Revised	7,000	0.0%	-	-	7,000
Equipment		62,239	19,074	M	43,447	43,447	CY Budget - Revised	43,447	0.0%	-	-	43,447
Food and Catering Expense		4,360	609	M	-	-	CY Budget - Revised	-	0.0%	-	-	-
Library Expenses		-	333	M	3,000	3,000	CY Budget - Revised	3,000	0.0%	-	-	3,000
Maintenance/Repairs		87,692	25,289	M	123,319	123,319	CY Budget - Revised	123,319	0.0%	-	-	123,319
Mktg. Comm & Mail Services		7,210	1,941	M	4,500	4,500	CY Budget - Revised	4,500	0.0%	-	-	4,500
Other Operating Expenses		168	1,399	M	515	515	CY Budget - Revised	515	0.0%	-	-	515
Other Services Expense		33,901	4,038	M	12,360	12,360	CY Budget - Revised	12,360	0.0%	-	-	12,360
Publications & Advertising		-	366	M	1,030	1,030	CY Budget - Revised	1,030	0.0%	-	-	1,030
Subcontracts		1	-	M	-	-	CY Budget - Revised	-	0.0%	-	-	-
Supplies		344	128	M	-	-	CY Budget - Revised	-	0.0%	-	-	-
Supplies - Lab/Animal		26,357	5,114	M	25,750	25,750	CY Budget - Revised	25,750	0.0%	-	-	25,750
Tech Service Expense		75	(25)	M	-	-	CY Budget - Revised	-	0.0%	-	-	-
Travel & Entertainment		100	6,618	M	42,515	42,515	CY Budget - Revised	42,515	0.0%	-	-	42,515
<b>Recharges / Reimbursements</b>		9,284	2,042	-	10,300	10,300		10,300				10,300
85340 - Rchg Perdiem Recharges		84	12	M	-	-	CY Budget - Revised	-	0.0%	-	-	-
85349 - DAR Equipment Usage		-	0	M	-	-	CY Budget - Revised	-	0.0%	-	-	-

Drivers to help calculate Proposed Budget.

# Roadmap – Axiom 2020: Monthly Forecast

Budget Category		Account Category/Employee	Employee Title	Feb Act	Mar Act	Apr Act	May Act	Jun Act	Jul Act	Aug Proj	FY2019 YTD Total	FY2019 Forecasted Tot	Forecast Method	Enter Forecast Dollars	FY2018 Actuals	FY2019 Original Bgt	FY2019 Revised Bgt	Var Bgt vs Fcst Fav(Unfav)	Comments		
<b>JOB</b>																					
<b>E&amp;G - Research</b>				70,936	75,856	117,856	114,127	117,712	81,129	150,402	943,609	1,094,011		65,000	603,854	1,158,223	1,158,223		64,212		
736500 / 1032 / NA Default SpeedType: s000048556 Not Started				70,936	75,856	117,856	114,127	117,712	81,129	150,402	943,609	1,094,011		65,000	603,854	1,158,223	1,158,223		64,212		
<b>Revenues</b>				-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Expenses</b>				70,936	75,856	68,086	114,127	117,712	81,129	150,402	893,839	1,044,241		65,000	603,854	1,158,223	1,158,223		113,982		
<b>+ Salary &amp; Fringe Benefits</b>				59,219	58,147	55,014	62,594	58,399	63,458	62,427	580,691	643,118		-	322,303	676,217	676,217		33,100		
<b>Faculty Salaries</b>				27,269	26,296	25,433	26,435	26,703	30,134	29,122	241,424	270,545		-	144,059	257,938	257,938		(12,607)		
9291-Professor - RT				0	-	(0)	(0)	-	-	-	0	0	Budget	-	0	0	0		0		
Added by Axiom				-	-	-	-	-	-	-	-	-	-	-	-	-	-		-		
9293-Asst Professor - RT				7,573	3,965	3,965	3,965	3,965	3,965	3,965	43,614	47,579	HR Distr Cur Month	-	-	38,132	38,132		38,132		
9281-Professor - CT				-	-	-	-	-	-	-	-	-	-	-	-	14,041	-	-		-	
9293-Asst Professor - RT				394	394	394	394	394	394	394	4,331	4,724	HR Distr Cur Month	-	-	4,565	4,679	4,679	(46)	FSA Dependent Salary Support (5%)	
9297-Instructor - RT				-	-	-	-	-	-	-	-	-	-	-	-	443	-	-		-	
9284-Asso Professor - TT				-	-	-	-	771	771	771	2,312	3,083	HR Distr Cur Month	-	-	-	-	-		(3,083)	FSA Salary Support
9293-Asst Professor - RT				328	328	328	328	328	328	328	3,612	3,941	HR Distr Cur Month	-	-	4,038	4,428	4,428		4,428	FSA Dependent Salary Support (5%)
9242-Asso Professor - Tenured				1,003	1,003	1,003	1,003	(583)	1,003	1,003	9,445	10,448	HR Distr Cur Month	-	-	11,627	37,615	37,615		27,167	FSA Salary Support
9241-Professor - Tenured				7,034	10,755	6,669	6,544	4,364	4,364	4,364	49,096	53,460	HR Distr Cur Month	-	-	-	-	-		(53,460)	FSA Salary Support
9386-Asso Professor - MEST				-	-	-	-	-	-	-	-	-	-	-	-	23,066	-	-		-	
9293-Asst Professor - RT				-	-	-	-	4,551	2,275	2,275	6,826	9,302	HR Distr Cur Month	-	-	-	-	-		(9,302)	FSA Salary Support
9242-Asso Professor - Tenured				-	-	-	-	-	-	-	-	-	-	-	-	18,089	-	-		-	
9293-Asst Professor - RT				324	324	324	324	324	324	324	3,228	3,562	HR Distr Cur Month	-	-	2,200	3,867	3,867		305	FSA Dependent Salary Support (5%)
SC52-Scientist (ARI) SOM				-	-	-	-	-	-	-	-	-	-	-	-	4,939	4,939	4,939		4,939	FSA Dependent Salary Support (5%)
9243-Asst Professor - TT				3,035	3,035	3,035	3,035	3,035	4,047	3,035	34,402	37,437	HR Distr Cur Month	-	-	-	36,425	36,425		(1,012)	FSA Salary Support
9293-Asst Professor - RT				-	-	-	-	-	-	-	-	-	-	-	-	1,195	-	-		-	
9243-Asst Professor - TT				3,354	3,354	3,354	3,354	3,737	3,546	3,546	37,470	41,015	HR Distr Cur Month	-	-	-	-	-		(41,015)	FSA Salary Support
9766-Associate Professor - SOM				1,085	-	4,396	4,396	3,853	7,153	7,153	26,310	33,462	HR Distr Cur Month	-	-	11,476	25,247	25,247		(8,215)	FSA Salary Support
9282-Asso Professor - CT				-	-	-	-	-	-	-	-	-	-	-	-	49,948	41,360	41,360		41,360	Listed under EHC Salaries on line 269
9243-Asst Professor - TT				3,138	3,138	1,965	2,321	1,965	1,965	1,965	20,768	22,733	HR Distr Cur Month	-	-	-	37,669	37,669		14,936	FSA Salary Support
<i>not Faculty/Flow</i>				14,651	14,736	14,029	15,415	14,709	14,736	14,717	161,737	176,454		-	106,530	270,327	270,327		93,873		
SC20-Mgr, Research Laboratory				6,609	6,609	6,609	6,609	6,609	6,609	6,609	72,701	79,310	HR Distr Cur Month	-	-	76,628	79,927	79,927		(383)	
BC13-Phlebologist II				732	877	170	1,556	850	877	858	9,286	10,344	HR Distr Cur Month	-	-	11,950	10,300	10,300		156	

Names

	FY2018 Act	FY2019 YTD	FY2019 Fcst	FY2019 Rev Bgt	FY2019 Bgt vs Fcst Fav(Unfav)
<b>Revenue</b>	0	0	0	0	0
<b>Faculty Salary</b>	144,059	241,424	270,545	257,938	(12,607)
<b>Staff Salary</b>	106,530	161,737	176,454	270,327	93,873
<b>Post Doc Salary</b>	0	0	0	0	0
<b>Student Salary</b>	4,000	3,619	3,785	4,000	215
<b>Other Salary</b>	0	51,758	57,001	0	(57,001)
<b>Fringe</b>	67,713	122,153	135,332	143,952	8,620
<b>Expense</b>	281,951	313,149	401,124	482,006	80,882
<b>Transfers</b>	0	49,770	49,770	0	(49,770)
<b>Total</b>	\$603,854	\$943,609	\$1,094,011	\$1,158,223	\$64,212

*Note: Revenue Not Applicable in EG*



# Roadmap – Axiom 2020: Annual Faculty Comp Planning

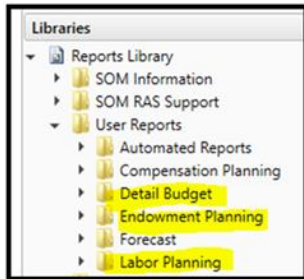
## Emory University School of Medicine Case Study

### Emory University SOM graduates from manual, time-consuming Annual Faculty Compensation planning processes

- “This summer, the Faculty Compensation Team and Fiscal Affairs teamed to leverage Axiom for their Annual Faculty Compensation Process. Their results are impressive: improving efficiency by 10%, accuracy by 15-20%, and reducing labor needs by 20%, but the road to process improvement isn’t easy, and Odom and his peers learned several key lessons along the way.”
- “Before Axiom, we’d compose previous years’ salary review workbooks in Excel, and we’d individually pull data in a line-by-line review of each faculty member’s salary. We did that for approximately 3,000 faculty members,” Odom said.
- “Now, every time someone hits ‘save,’ it’s reflected in our database. We’re able to thoroughly track changes, which is much more difficult when you’re using a manual process. Using Axiom, our margin for error has decreased while transparency and visibility into the proposals and approvals have increased significantly.”
- Now used to fill out the AAMC survey for Faculty Planning

# Roadmap – Axiom 2018-2021: Reporting

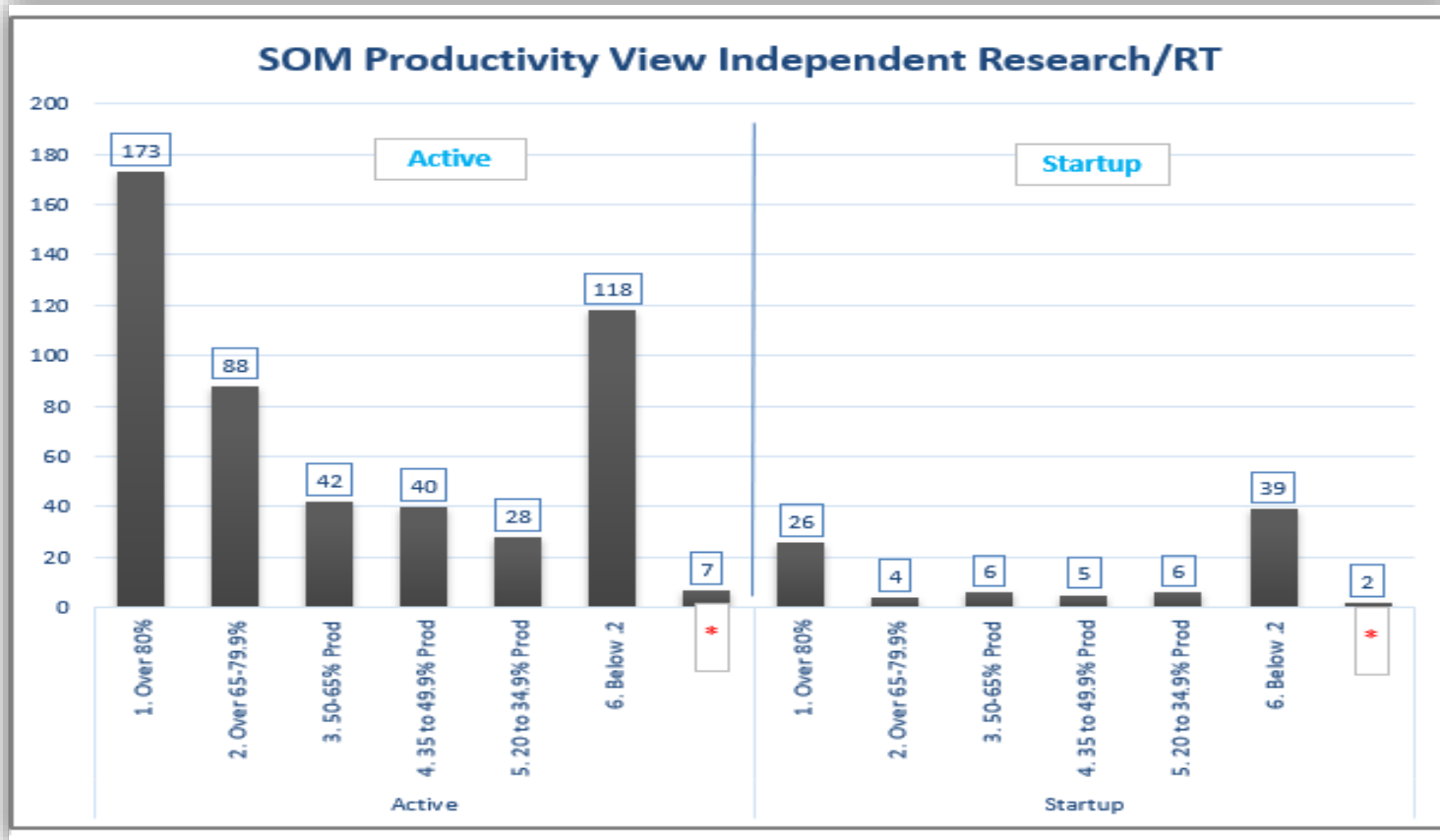
- On demand, real-time End User Reports
  - Security applied to reports based on end user department visibility



Name of Report	Report FC	Overview of Report
Diagnostic - By Employee Over_Under Funding Review	Labor Planning	By employee, provides a summary list of any employee with Salary not fully funded by speedtype or speedtype FTE is greater than the overall FTE entered for the employee. These employees will also be flagged with an "x" in the Labor Plan File.
Diagnostic - Salary Distributed to Closed Project or Award	Labor Planning	By employee, details employee with a grant project ending. Report designed to quickly isolate where action is needed to fund employees whose grants end.
Diagnostic - SOM Employee FTE to Speedtype FTE Review	Labor Planning	By employee, details the FY18 FTE and FTE by speedtype for employees within the Home Department. Highlights any FY18 FTE variance to Funding FTE total. Use Change View to flag only Employees needing correction.
Final Sub Check-Not Approved Cross Charges	Labor Planning	Allows for the quick review of Employees who are charging outside of their home department who have been "Not Approved" by the charged department
Report- Full Employee All Source Labor View	Labor Planning	Report shows total employee salaries (excluding fringe benefits) for employees within the chosen primary department
Report- Labor Projection Report	Labor Planning	This report workbook contains 3 tabs: 1. Summary, 2. Detail Table by Employee FY Actuals, CY Actuals & Budget 3. Historical Data Table by Employee with Earnings Codes included. This report can be run for a specific budget category.
Report- SOM Full Year Employee Planning View	Labor Planning	cross-charged portion charged to the chosen Plan file. Provides "data dump" (ExtractTBL) of home dept employees as well as cross-charges, bulk plannings, and other.
Report- Labor Budget Year Request by Employee	Labor Planning	Labor Report which displays the Labor Budget Planned by Employee for selected budget category(s).
Report- Labor Et&G Actual to Budget Compare	Labor Planning	Labor Report which displays employees charged into chosen home dept by E&G category-compares current FY actuals and forecast to prop bgt
Endowment Income Projection	Endowment Planning	Details by Endowment Project the Projected Revenue current year and next 3 fiscal years
Endowment Usage Report	Endowment Planning	Transfers and Ending Balance for the Prior Fiscal Year, Current Year and Proposed Budget Year.
Detail Budget Report by Category	Detail Budget	Detail Report which displays the Detail Budget Planned by Revenue/Expense for selected budget category groups. Includes salary and operating expenses.
Detail Budget Request by Budget Category with Proj Fund Bal	Detail Budget	Displays previous and current fund balances and if a budget category is in deficit
Detail Budget Request Transfers Recon Report	Detail Budget	Report to assist with the Transfers Planned between the selected budget categories.
Detail Budget Status Report	Detail Budget	A status report of the progress of each DFP combination's budgeting
Summary Budget Category Project Detail Report	Detail Budget	Report displays projects for a Designated or Restricted (non-endowment) summary budget category. Allows end-user to download and do projections and budgeting by project
Recon-Project Detail Report for Detail Budget Categories	Detail Budget	Fund balances, net activity, and projections for budget categories requiring detail budgeting
Recon-SOUP Salad CF Dept Proj Detail Rpt	Detail Budget	Fund balances, net activity, and projections for SOUP and Salad

# Roadmap – Axiom 2018-2021: Reporting

- FSA Faculty Productivity Metrics Updated On Demand During Planning Process



# Roadmap – Axiom 2018-2021: Reporting

- SOM Fiscal Executive Report Monthly Workbook launched Oct 2019
  - *Ability to drill into ledger detail to understand results*

**SOM Variance for UOB**  
Summary as of End of June '20  
7/20/2020

	% of Year Remaining				2020 vs. Prior Year				Prior Year Actuals		Tracking By Month 2020 Actuals		
	2020 YTD	2020 vs. Budget	Variance	Variance %	2020 YTD	2019 YTD	Variance	Variance %	2019 Total	2018 Total	Feb	Mar	Apr
<b>Revenue</b>				16.7%									
Tuition													
Student Fees													
Indirect Cost Recovery													
Gifts and Contributions													
Endowment and Trust Income													
Other Investment Income													
Independent Operations													
Other Revenue													
Grants and Contracts (Net)													
Auxiliaries													
<b>Revenue</b>													
<b>Expense</b>													
Faculty Salaries													
Faculty Salaries (SOMPI/EHC)													
Staff Salaries													
Student Salaries													
Fringe Benefits													
<b>Salary &amp; Fringe</b>													
Capital Equipment/Renovation/M&R													
Computer & NonCap Equip/Tech Services													
Consulting & Other Services Exp													
Food, Travel & Entertainment													
Supplies - Office, Lab & Animal													
Other Expense													
Recharge Credits													
Recharges													
Financial Aid													
Central Cost Allocation													
<b>Expenses</b>													

Quick Summary | All | **UOB Report** | Des Report | Des GME Residents | Des Grady GME Residents | Des Grady Clin Ops | Des Grady GME Educ | Des Peds Excl Grady | Des All Other | Restr Report | Restr Key Project

YTD, Budget and Prior Year Comparisons

Quick By Month View

Multi-tabs Showing Consolidated and by Major Mission

# 2021 & Future Plans

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- Partnered with Axiom in the development of a tool to track commitments from inception to completion to include:
- Web-Based Commitment Tracking Phase I – Strategic Request Tool (implemented)
  - Recruits
  - Capital
  - Space
  - Other Expenses
- Web-Based Commitment Tracking Phase II – Commitment Tracking (spring '21)
  - Initial commitment
  - Actual expenditures
  - Forecasted expenditures
  - Available funds
- Detail Budgeting to Web Based Format
  - Improve performance – time to open and save (speed)

# Lessons Learned



- End User Involvement
  - Survey
  - Include in user test groups
  - Value input
- Step/Phased Approach helps you begin change and continue to enhance processes
  - Allow time to work through complex issues
    - University Integrated Financial Plan
    - COVID-19 – ability to analyze and plan for impact/adjustments
- Transformation due to tool implementation
  - Productivity gains
  - Ability to analyze vs compile data

# Questions/Closing Comments

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Thank you for your time today!

Please feel free to reach out with any follow up questions.

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