**Session Topics**
1. Implement Collaborative Planning
2. Example: UITS & Adaptive

**How to Implement a Collaborative Platform**
From Vision to Rollout

**5 Steps to Rollout the Cycle**
1. Vision
2. Buy-In
3. Exploration
4. Bridge
5. Build & Getting Started
Before beginning a project, you want to make sure you define your vision.

Vision Options
- Traditional or Collaborative

Vision Options
- Traditional or Collaborative

Top-down approach

Simply using funds as you need them
Lacking insight about budget, drivers, and planning

*Blind spending*

*Do we want to be here?*

**Vision Options**
Traditional or **Collaborative**

**Holistic approach**

**UITS Budget Cycle**

- **Monitoring** Monthly, Ongoing
- **Planning** December – March
  - Executive Directors Responsible & Accountable
  - Finance Team Accountable & Consulted
- **Executing** Begins July 1, Ongoing
- **Budgeting** April – June

Collaborative planning involves all key people and puts the pieces together
Informed decision-making
Enhance transparency
Increase accountability

Align budget with the organizational long-term strategy, empowering its implementation

Example Vision
Create a platform for collaborative planning process
You’ll see this in the next part of this session!

5 Steps to Rollout the Cycle
1. Vision
2. Buy-In
3. Exploration
4. Bridge
5. Build & Getting Started

Buy-In
Buy-In

Buy-In from Stakeholders
Establish buy-in from stakeholders from the beginning

5 Steps to Rollout the Cycle
1. Vision
2. Buy-In
3. Exploration
4. Bridge
5. Build & Getting Started

Explore
Determine what options there are for implementing the vision
Explore
Before you can evaluate options... *you need to explore your current needs*

Explore
What is needed?
*by whom?*
Requirements

Explore
What is needed?
Define your goals in packages

Explore
Define your goals as packages in terms of roles

Explore
Only then should you start to explore software
5 Steps to Rollout the Cycle

1. Vision
2. Buy-In
3. Exploration
4. Bridge
5. Build & Getting Started

People have habits...
*Do we change our process for the software or make the software work for our process?*

During your exploration, you’ll find the need to factor-in existing habits and how to pave the pathway

The pathway to **what?**

Defining and the Bridge
Defining and the Bridge
Define your current state and future state

Defining and the Bridge
Find the bridge to get to your future state

Defining and the Bridge
This includes finding the best approach in utilizing the software to achieve requirements

Defining and the Bridge
Don't lose sight!
We need to remember that we are dealing with people, not just machines

People have habits...
Do we change our process for the software or make the software work for our process?
Defining and the Bridge

A major part of defining the bridge is redefining your processes

Then you’ll need to determine how this will affect people and how to accommodate both as best as possible

Defining and the Bridge

A major part of defining the bridge is redefining your processes while factoring in the changes that software will inevitably introduce.
It's not this clean

And, something is missing
And, something else is missing

Here's the complete picture
Before you even touch a new system, do some groundwork

Define goals and create a bridge between where you are and where you want to go

Identify needs or the requirements to attain your goals

Don't forget people
Remember to generate buy-in from the get-go and then engaging partners will be easier.

Plan your rollout
Then implement the rollout while revisiting your vision and refining your roadmap in terms of reassessed needs.

Let’s address the technical stuff... building!

5 Steps to Rollout the Cycle
1. Vision
2. Buy-In
3. Exploration
4. Bridge
5. Build & Getting Started

5 Steps to Rollout the Cycle
5. Build & Getting Started
• Gain Access
• Review Startup Operating Guide
• Leverage Resources

Once you have chosen a system, it’s important to explore its structure and the available options.
Get to know your system and learn about recommendations for usage

We have a system called Adaptive Planning

Adaptive Planning
Collaborative space that allows everyone to edit common shared spreadsheets in a cloud environment (more on that in the example)

Adaptive Planning
The actuals (data) from UAccess Financials can be combined with your data

Adaptive Planning
The actuals are updated.loaded for you every week on Monday morning

You’ll get to see it today in Michiko’s section!
How to Get Started with Adaptive Planning?

But first
a word on other systems

The Office of Budget & Planning (OBP) is in the process of implementing Axiom

The Office of Budget & Planning (OBP) is in the process of implementing Axiom, another software solution similar to Adaptive Planning

The Office of Budget & Planning (OBP) is in the process of implementing Axiom, first for Local Fund Budget process and All Funds Multi-Year planning

Adaptive Planning is still the tool to be used for department-level planning for now
5 Steps to Rollout the Cycle

5. Build & Getting Started
   • Gain Access
   • Review Startup Operating Guide
   • Leverage Resources

Visit the UAccess Planning Confluence Page
confluence.arizona.edu/display/uaccessplanning

UACCESS PLANNING

UA NetID Login

Support
   Academic Instance
   Grants & Contracts Instance

You can login to Adaptive Planning straight from here

UACCESS PLANNING

UA NetID Login

Support
   Academic Instance
   Grants & Contracts Instance

When you login, you'll need to select an "instance," the Academic instance
Don’t see **UA – Academic**?

5 Steps to Rollout the Cycle

5. **Build & Getting Started**
   - Gain Access
   - Review **Startup Operating Guide**
   - Leverage **Resources**
Use the UAccess Provisioning Tool (APT)

It’s conveniently linked from the Confluence site

Visit the UAccess Planning Confluence Page
confluence.arizona.edu/display/uaccessplanning

UACCESS PLANNING

UA NetID Login

Support
Academic Instance
Grants & Contracts Instance

How to Begin
1. Gain Access
2. Review Startup Operating Guide
3. Review Resources
Enter your NetID and complete the request form as usual.

Then, continue to the role selection.

Select the System.
Select the System

Enter your department number(s) or college code(s)

5 Steps to Rollout the Cycle

5. Build & Getting Started
   • Gain Access
   • Review Startup Operating Guide
   • Leverage Resources

Initial Setup for Units

Resources/Guides for Users
   • Getting Started
   • Actuals & Balances
   • Personnel Planning
   • Commitments Management
   • Internal Budgeting
Start with ideas of where you want to go

*Remember your vision and goals*

Follow the rainfall
As you follow your ideas to get where you want to go, there are four main areas to consider.
Once your hone-in on your purpose, see which task(s) you want to accomplish.

Tasks are related to your purposes or overarching goals.

Personnel Planning • Salary  
• ERE  
• Tuition Remission

Projections • Projected Inflows  
• Projected Outflows

Obligations • Summary-Level  
• Detailed Commitments Management

Planned Inflows/Outflows • Planned Inflows  
• Planned Outflows
What to Use?

Keep in mind the uniqueness of your organization and the level of complexity.

Example: Personnel Planning

In academic units, it’s typically 70%+

Do you want to track that in detail or more at a summary level within expenses?

It depends on the uniqueness of your organization and the detail (complexity) you need for your purposes.
There are two approaches:

- detailed
- summary

What would a detailed approach look like?

First, some vocabulary

Straight from the *Getting Started Guide*

Sheet

A “Sheet” is where you enter information or data. It functions as a template for entering information into the system.
A "Version" changes the purpose or application of a sheet. In other words, it changes which database or dataset you are viewing and into which you are entering data.

A "Level" limits the scope of a sheet so that you can only work with the records for a particular department or college. This limits which records are shown based on the college or department for which you are viewing or entering data.
Level

A “Level” limits the scope of a sheet so that you can only work with the records for a particular department or college. This limits which records are shown based on the college or department for which you are viewing or entering data.

Account?

Account

Functionally, an "Account" in Adaptive Planning is what the University calls an Object Code. In Adaptive Planning, there is flexibility to add custom Object Codes or even custom rollups to help us with budgeting and planning.

Back to entering personnel plans in Adaptive Planning
What would a detailed approach look like?

You would use the Personnel Sheet to enter your personnel expenses as a plan or projection.

The Personnel Planning Guide (more on the resource guides soon) has definitions for the fields in the Personnel Sheet.
There are about 10 fields (or more...) per employee that you'll need to maintain using the detailed approach.

What would a summary approach look like?

You would use the Expense Sheet to enter your personnel expenses as a plan or projection.

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
<th>Object Code</th>
<th>Fund/Subfund</th>
<th>U/A Account</th>
<th>Sub Account</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Agric... Overhead</td>
<td>7953</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Agric... Fund Transfer</td>
<td>7950</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Agric... Ops Design</td>
<td>3000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Agric... P5 StatedFed</td>
<td>1000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Agric... 741 StatedFed</td>
<td>4000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Agric... Overhead C</td>
<td>7953</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Agric... Ops External</td>
<td>3000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Agric... P5 StatedFed</td>
<td>1000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Agric... P5 StatedFed</td>
<td>1000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Agric... Trust or F</td>
<td>7950</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Agric... 741 StatedFed</td>
<td>4000</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
There are about **5 fields** (or more...) per employee that you’ll need to maintain using the **summary approach**.

<table>
<thead>
<tr>
<th>Project Code</th>
<th>Identifier</th>
<th>Notes</th>
<th>Inactive</th>
<th>FY2018</th>
<th>FY2019</th>
<th>FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Cons...</td>
<td></td>
<td></td>
<td>10,137</td>
<td>10,250</td>
<td></td>
</tr>
<tr>
<td></td>
<td>FY2019 inc.</td>
<td></td>
<td></td>
<td>2,000</td>
<td>1,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1% inc.</td>
<td></td>
<td></td>
<td>115,345</td>
<td>110,096</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1% inc.</td>
<td></td>
<td></td>
<td>884,777</td>
<td>885,500</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1% inc.</td>
<td></td>
<td></td>
<td>7,100</td>
<td>7,500</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>473</td>
<td>473</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>300</td>
<td>300</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1% inc.</td>
<td></td>
<td></td>
<td>321,688</td>
<td>313,986</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1% inc.</td>
<td></td>
<td></td>
<td>1,799,268</td>
<td>2,039,496</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>500</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td></td>
<td>FY2019 inc.</td>
<td></td>
<td></td>
<td>74,964</td>
<td>50,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>FY2019 inc.</td>
<td></td>
<td></td>
<td>21,214</td>
<td>21,832</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>633,689</td>
<td>639,123</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Multiple</td>
<td></td>
<td></td>
<td>439,723</td>
<td>399,938</td>
<td></td>
</tr>
</tbody>
</table>

There are **pros and cons to each approach**.

Having your requirements and goals clear makes this decision easier.

**What about versions?**

Choosing a version helps separate the different ways you want to do your planning.
**Projection - Working** = current/ongoing personnel plans

**Projection - Approved** = snapshot personnel plans

**Planned** = expected changes to your personnel plan

*Using more versions makes things more complicated*

*keep it as simple as possible*

Leverage the resource guides to help you with the system

---

**5 Steps to Rollout the Cycle**

5. **Build & Getting Started**
   - Gain Access
   - Review *Startup Operating Guide*
   - Leverage *Resources*

**Resources**

*Help for End Users*
Visit the UAccess Planning Confluence Page
confluence.arizona.edu/display/uaccessplanning

Due to some changes, some of the guides may not be immediately available today but the site will tell you when they’ll be made available

Need help at any time or point?
Use the **UAccess Community**!

It's **better** and **faster** than contacting a single point of failure (one particular person)

community.uaccess.arizona.edu
Recap
How to Implement a Collaborative Platform

5 Steps to Rollout the Cycle
1. Vision
2. Buy-In
3. Exploration
4. Bridge
5. Build & Getting Started

5 Steps to Rollout the Cycle
5. Build & Getting Started
  • Gain Access
  • Review *Startup Operating Guide*
  • Leverage *Resources*

Let's see this In Real Life!

Session Topics
1. Implement Collaborative Planning
2. Example: UITS & Adaptive

Example
UITS & Adaptive Planning
(UAccess) Planning
Example: Steps to the Cycle
1. Vision and Buy-In
2. Exploration and Bridge
3. Build
4. Roadmap to Rollout
5. Refine

Thank you
Office of Budget and Planning
Housing and Residential Life
College of Medicine

Vision
Create a platform for collaborative planning process

UITC Budget Cycle
Monitoring
Monthly, Ongoing
Planning
December – March
Executive Directors
Responsible & Accountable
Finance Team
Accountable & Consulted
Executing
Begins July 1, Ongoing
Budgeting
April – June
Buy-In from Stakeholders

Establish buy-in from the top levels for mutual advantage

Example: Steps to the Cycle

1. Vision and Buy-In
2. Exploration and Bridge
3. Build
4. Roadmap to Rollout
5. Refine

Determine what options there are for implementing the vision
We decided to utilize Adaptive Planning, because it provided a cloud space to enable collaboration

Cloud-based means available anywhere

Sharing abilities empower collaboration, keeping teams on the same page

Spreadsheets are connected to each other and to our systems
No more broken links
Reduce risk of errors in spreadsheets

We have a certain way of doing things...
Do we change our process for the software or make the software work for our process?

Defining and the Bridge
Define your current state and future state
Adaptive Planning

- OPEX categories
- Work group
- Budget Assumptions

Vendors/POs

How to incorporate assumption

Connecting Requirements

Example: Steps to the Cycle
1. Vision and Buy-In
2. Exploration and Bridge
3. Build
4. Roadmap to Rollout
5. Refine

Bridging, Possibilities, and Obstacles
Sheets

Function as templates
Planning data is entered and stored
Model is already built
Ready to use!

Sheets Structure
Revenue sheet
Personnel sheet
Operating expense sheet

Structure: Sheets
Personnel Plans
Personnel Budgets
Only encompass a small portion of the expenses, \(~43\%~\)

<table>
<thead>
<tr>
<th>Accounts</th>
<th>FY2018</th>
<th>FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUB_ACCOUNT (Inverted)</td>
<td>29,890</td>
<td>29,512</td>
</tr>
<tr>
<td>ARCH - ARCHITECT</td>
<td>176,096</td>
<td>178,958</td>
</tr>
<tr>
<td>BA - BUSINESS ANALYST</td>
<td>704,030</td>
<td>704,300</td>
</tr>
<tr>
<td>DEV - DEVELOPER</td>
<td>1,817,207</td>
<td>1,006,198</td>
</tr>
<tr>
<td>HR - MANAGER</td>
<td>518,499</td>
<td>518,499</td>
</tr>
<tr>
<td>PM - PROJECT MANAGER</td>
<td>63,254</td>
<td>65,254</td>
</tr>
<tr>
<td>Subtotal</td>
<td>2,273,186</td>
<td>2,004,466</td>
</tr>
</tbody>
</table>

Work group analysis by department

~300 employees ~500 data lines

Manually entering 500 lines of employee data?

There must be a way!
Structure: Sheets
Revenue plans

Revenue Sheet
- Sub-fund group
- Carryforward
- Temp or Perm
- Specific time frame

Structure: Sheets
Operating expenses

Operating Expenses
Encompass a large portion of the expenses, ~67%
### UITS Chart of Accounts: Sub-Accounts

<table>
<thead>
<tr>
<th>Sub Acct Code</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>Software Product vendor specific</td>
</tr>
<tr>
<td>12</td>
<td>Cloud</td>
</tr>
<tr>
<td>13</td>
<td>Maintenance</td>
</tr>
<tr>
<td>14</td>
<td>Networks</td>
</tr>
<tr>
<td>15</td>
<td>Storage</td>
</tr>
<tr>
<td>16</td>
<td>Other</td>
</tr>
<tr>
<td>17</td>
<td>Software Product vendor specific</td>
</tr>
<tr>
<td>18</td>
<td>Cloud</td>
</tr>
<tr>
<td>19</td>
<td>Maintenance</td>
</tr>
<tr>
<td>20</td>
<td>Networks</td>
</tr>
<tr>
<td>21</td>
<td>Storage</td>
</tr>
<tr>
<td>22</td>
<td>Other</td>
</tr>
</tbody>
</table>

### Expenses: Example

#### Administrative Expenses

- **Cell Phone allowance**
- **Operations Perm Allocation (other) 3000**
- **FTE charge**: $776 per FTE employee
- **WNC expense**: $500 per FTE Employee
- **Professional Development & Travel**
- **Computer Refresh**

### Structure: Sheets

- **Operating Budget Sheet**
- **Expense Budget Sheet**
- **ALL Expense Report**

Business Owners (Unit Leads) Use
Finance Office Use
Planning the structure carefully is key

As a recap:
Expenses, Operating Budgets, Personnel, and Revenues

Example: Steps to the Cycle
1. Vision and Buy-In
2. Exploration and Bridge
3. Build
4. Roadmap to Rollout
5. Refine
Roadmap to Rollout

FY19/20 LFB and AFMY Planning
Part of Rollout

Training
Giving Access
Review Meetings

Example: Steps to the Cycle
1. Vision and Buy-In
2. Exploration and Bridge
3. Build
4. Roadmap to Rollout
5. Refine

Refine

A significant part of refining is ensuring adoption/usability for people

Reports are essential for this

Reports

Data Review - Department/Accounts
LFB Loading
AFMY Preparation
Ongoing Budget vs Actual Monitoring
## UITS FY19 Department to Sub Account Spend

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>11.4%</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>33.0%</td>
</tr>
<tr>
<td>Software Licenses</td>
<td>21.2%</td>
</tr>
<tr>
<td>Consulting/Staff Augmentation</td>
<td>7.4%</td>
</tr>
<tr>
<td>Personal Expenses</td>
<td>43.0%</td>
</tr>
<tr>
<td>Operating Expense</td>
<td>4.2%</td>
</tr>
<tr>
<td>Network Access</td>
<td>11.9%</td>
</tr>
<tr>
<td>Consulting/Staff Augmentation</td>
<td>7.4%</td>
</tr>
<tr>
<td>Network/Class/HPC Equipment</td>
<td>7.9%</td>
</tr>
<tr>
<td>Student &amp; Academic Tech</td>
<td>13.7%</td>
</tr>
<tr>
<td>Research &amp; Tech</td>
<td>22.8%</td>
</tr>
<tr>
<td>Info Security</td>
<td>7.4%</td>
</tr>
<tr>
<td>Software Licenses</td>
<td>21.2%</td>
</tr>
<tr>
<td>Cloud</td>
<td>2.7%</td>
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<td>Consulting/Staff Augmentation</td>
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<td>7.9%</td>
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<tr>
<td>Consulting/Staff Augmentation</td>
<td>7.4%</td>
</tr>
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</table>
Example: Steps to the Cycle
1. Vision and Buy-In
2. Exploration and Bridge
3. Build
4. Roadmap to Rollout
5. Refine

Session Recap
1. Implement Collaborative Planning
2. Example: UITS & Adaptive

Thank you to my wonderful

Thank you to you for your time

Discussion
Questions & Answers