



MEMORANDUM

DATE: February 26, 2015

TO: Finance Division
Chief Business Officers

SUBJECT: Finance Division Organizational Announcement

**The Office of Finance Systems and Data Analytics:
*Advancing the Role of Business Intelligence Analytics at Emory***

In an effort to support the vision of building the Enterprise Finance Network at Emory, the Finance Division is excited to announce some key organizational enhancements. These enhancements are designed to help strengthen decision-making at Emory by aligning collaborative business intelligence and analytics with strategic performance management. Over the past several months, finance leaders have been building a new finance “organization” that has fewer boundaries and fosters alliances among school and unit finance leaders to work effectively to further the goal of resource management. This organizational change is designed to support that vision to further transparency of financial reporting and investment, embrace and develop department talent and establish a basis to guide effective resource decision making. In addition, it is aligned with and supports the guiding principles displayed below:



Advancing to an Enterprise Performance Management Concept (EPM)

The vision for the Emory Finance Network includes a focus on enterprise performance management (EPM), which calls for aligning a complex enterprise to provide financial leaders with quality data used for decision making. The consolidation of resources focused on data generation and integration aligned with systems and processes will provide a more focused and efficient pathway to execute the EPM vision. The Office of Finance Systems and Data Analytics is a new department, supported by existing resources, that will adopt requirements of partnership, transparency and accountability by investing in functioning systems, standardization and performance measures that are designed to provide a factual, data-driven basis for resource decision making, supporting the EPM concept.

Organizational Enhancements – Department Leadership

Belva White has accepted the new position of Associate Vice President, Finance Systems and Data Analytics. Belva has been the controller at Emory University since 2006 and in that time has adopted and implemented changes to accounting procedures, which have served to improve the internal and external financial reporting and statement preparation for the University. Her ability to execute system enhancements through improved reconciliations, monitoring and daily accounting operations has greatly improved our compliance and has allowed her to take a lead role in NACUBO representing Emory as a best practice. Her ability to bridge between technical and functional expertise while keeping the user community needs in clear view make Belva a perfect choice to lead the new Office of Finance Systems and Data Analytics. Please welcome Belva in her journey as she sets the stage for further enhancement and improvement of financial data analytics.

Allison Berg has accepted the position as Controller for the university. The Finance Division is pleased to be able to promote from within the Emory ranks and to have such a qualified and experienced professional like Allison, who has over twenty years of experience starting at Crawford Long Hospital and as the Controller for Emory Healthcare. Most recently, Allison has been the Director of Financial Services for the Woodruff Health Sciences Center. Allison will bring her leadership expertise to the accounting and reporting operations for the University. She will work closely with the Office of Finance Systems and Data Analytics as they work to transform financial systems and align internal and external reporting standards. Welcome Allison.

Organizational Enhancements – Office of Finance Systems and Data Analytics

Currently, the Emory Business Intelligence (EBI) function provides its clients and stakeholders with a strong portfolio of baseline transactional reports to support front-line management of budgets, revenue, expenditures and fund balance oversight. In order to move to this future state of performance management, organizational enhancements must be made to prepare us for the opportunities ahead. Led by Mary Smith, EBI has laid the foundation for success of the Office of Finance Systems and Data Analytics. After 27 years of service at Emory, including over three years leading EBI, Mary has announced her intended retirement at the end of 2015. During her remaining time at Emory, Mary has agreed to serve as a Senior Advisor to the Associate Vice President, Finance Systems and Data Analytics. Mary's guidance and expertise will be a valuable resource to the new organization.

The Office of Finance Systems and Data Analytics will be comprised of the four functional areas listed and summarized below, all of which are focused on providing exceptional **service** and **support** to the university:

Enterprise Performance Management & EBI Team:

- Work cross-functionally with business and campus leaders to determine and meet reporting and analytic needs
- Collaborate with business leaders to develop customized analytic solutions
- Identify occurrences, causes, and solutions to ensure data integrity
- Ensure naming conventions are up to date in PeopleSoft to data warehouse
- Design and deliver financial dashboards
- Prepare and develop financial data analytics
- Enhance reports

Financial Systems Administration (excludes LITS technical resources):

- Manage Financial and Accounting systems administration
- Ensure systems security
- Manage and execute the Compass upgrade project
- Manage monthly and annual closing activities
- Manage workflow and work center
- Execute troubleshooting and system configuration
- Execute PeopleSoft Update Manager (PUM) strategy for future upgrades
- Identify occurrences, causes, and solutions to ensure data integrity

Data Integration:

- Report to both Finance Systems and Data Analytics & Enterprise Applications LITS
- Support through development initiatives, enterprise data management, analytics and reporting
- Develop complex reports and designs
- Ensure data warehouse full capability and architecture
- Identify occurrences, causes, and solutions to ensure data integrity

Client Support Center:

- Provide centralized helpdesk support for finance and EBI systems/modules
- Develop and deliver engaging and proactive systems training to support user needs and encourage adaptation and utilization of system and reporting resources
- Provide website and policy updates for finance
- Standardize and optimize client training for various campus units
- Execute business process and procedure mapping
- Develop and distribute training material
- Identify occurrences, causes, and solutions to ensure data integrity

Organizational Enhancements –Benefits

As the office strengthens decision-making by aligning systems and process for improved performance management, with collaborative business intelligence and analytics, new and enhanced tools will be available for financial leaders. These delivery mechanisms could be in the form of dashboards, monthly summary reports and other desired formats. Building on a reputation of trust, integrity, service and collaboration, the office invites other data owners to utilize the data analytics and reporting resources offered by this office by integrating additional

data sources. The focus on design will continue to evolve as more data becomes available, but the objective of succinct, visually clear and informative presentations will remain the goal.

In the initial phases, the office will focus on financial data, but will define methodologies that are expandable to all data sources. Based on business intelligence analytics, the methodologies will include the analysis and evaluation of all financial aspects of the enterprise, with a common goal of enabling leaders to weigh the pros and cons of important business decisions using factual, data driven analysis, which is free of personal bias. Achieving this end result involves statistical analysis, data mining, business process mining, processing of complex events, prescriptive and predictive analytics and business process modeling.

Finance Division leadership is excited about the future of the Office of Finance Systems and Data Analytics organizational enhancements outlined above. Our goal is to continue to communicate the applicable changes and associated benefits to both members of the finance organization and the campus, while offering ample opportunity to gather input from key stakeholders and address any questions or potential concerns.

Thank you for all that you do to make Emory a great university.

Sincerely,

Carol Dillon Kissal
Vice President for Finance and Chief Financial Officer

cc: Michael J. Mandl, *Executive Vice President for Business and Administration*
Dr. Wright Caughman, *Executive Vice President for Health Affairs*
Dr. Claire Sterk, *Provost/ Executive Vice President, Academic Affairs*
Michael Andrechak, *Chief University Budget Officer/ Vice Provost*