<table>
<thead>
<tr>
<th>Topic</th>
<th>Comments Heard</th>
<th>Today’s Agenda Item / Objective</th>
<th>Target Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome</td>
<td>• N/A</td>
<td>• Agenda Overview</td>
<td>5 min</td>
</tr>
<tr>
<td>Supplier Diversity Strategic Plan</td>
<td>• N/A</td>
<td>• Program overview/benchmarking, strategies and plan</td>
<td>15 min</td>
</tr>
<tr>
<td>Payment Works Follow-up</td>
<td>• Why was PaymentWorks launch postponed?</td>
<td>• Reminder about resources etc.</td>
<td>10 min</td>
</tr>
<tr>
<td>FST Project Overview</td>
<td>• N/A</td>
<td>• Project Timeline – Where Are We?</td>
<td></td>
</tr>
<tr>
<td>RAPID Decisions</td>
<td>• What decisions have been made? When will I have input?</td>
<td>• Updates on:                                   • Improving fund ownership visibility</td>
<td>5 min</td>
</tr>
<tr>
<td>FDM Mapping</td>
<td>• Are schools and units behind on FDM Mapping?</td>
<td>• Explanation of the process and where we are at</td>
<td>10 min</td>
</tr>
<tr>
<td>Change Readiness Assessment #3</td>
<td>• Why are we doing a change readiness assessment now?</td>
<td>• Summary of results                           • Feedback opportunity</td>
<td>20 min</td>
</tr>
<tr>
<td>E2E Testing</td>
<td>• How will I know how testing is going? When will I &quot;see&quot; the system again?</td>
<td>• E2E testing overview                         • Cycle 1 testing calendar</td>
<td>10 min</td>
</tr>
<tr>
<td>Other Business and Wrap Up</td>
<td>• N/A</td>
<td>• Questions/Comments</td>
<td>5 min</td>
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## A Robust Supplier Diversity Program

- **Data Goals & Metrics**
  - Has a strong data model that allows for a variety of supplier performance and spend tracking.
  - Includes engagement tracking & sourcing/RFP sourcing opportunity tracking.

- **Sourcing Practices & Policies**
  - Diverse suppliers are factored into sourcing procedures and category management strategies.
  - Every Procurement Buyer has diverse supplier engagement goals.

- **Supplier Development & Policies**
  - It’s an easy and straightforward process to discover business opportunities.
  - There is active networking and fostering connections between businesses and clients.

- **Communication & Training**
  - There is a highly accessible training program, making it easy for small, women, minority, and local businesses to learn state agency competitive requirements.
  - There is a constant flow of information sharing upcoming opportunities.

## How Does UVA Stack Up?

- **Data Goals & Metrics**
  - Has only one metric that the program's success is measured by (42%).
  - Limited drill-down capability to analyze opportunities and trends.
  - Intense manual effort to combine data from various sources.

- **Sourcing Practices & Policies**
  - Small, women, minority, and local businesses not consistently targeted through sourcing process due to a lack of an organized protocol, lack of mindset, and lack of visibility/tools to finding appropriate suppliers.
  - Relationships are developed via sourcing opportunities but are not proactively targeted.

- **Supplier Development & Policies**
  - No strategy or team resources to consistently and proactively network with local and SWaM businesses.

- **Communication & Training**
  - Training content and delivery is obscure and complex.
  - Suppliers are sent in multiple directions to find information and become frustrated.
  - Info is shared inconsistently.
While the program has directed 24.6% of UVA’s discretionary spend to state-certified Small businesses in the past seven years, the State’s definition of “Small” includes multi-million-dollar construction firms.

Minority- and Woman-Owned businesses make up a significantly smaller share of UVA’s business.

The program never historically factored local community business development into its scope.
FORGING A NEW PATH

In Fall 2020, PSDS launched a programmatic review of the Supplier Diversity program. Local community leaders and University leaders came together to envision the program’s future.

Mark Cartwright
Director of Supplier Diversity, Hanger, Inc.

Syd Dorsey
Management Consultant

Emily Douglas
Diversity and Inclusion Program Manager, UVA Facilities Management

Quinton Harrell
Founder, Heritage United Builders and Chairman, Charlottesville Minority Business Alliance

Ridge Schuyler
Dean of Community Self-Sufficiency Programs, Piedmont Virginia Community College

Yolunda Harrell
CEO and Founder, New Hill Development and Community Leader

Augie Maurelli
Associate Vice President for Financial Operations, UVA

Kevin McDonald
Vice President for Diversity, Equity, Inclusion, and Community Partnerships, UVA

George S. Southwell
Associate Director for UVA Health Construction
Mission & Vision

Foster local economic growth by pursuing and nurturing business partnerships with the surrounding community.

Champion state-wide supplier diversity goals and initiatives.

An inclusive environment for local and SWaM suppliers to collaborate with UVA to deliver best-value solutions.
Cultivate a Supplier Inclusion Mindset

Understand the Market
Targeted Sourcing
Be Transparent
Authentic Engagement

**CORE STRATEGIES**

**PROGRAMMATIC REVIEW RESULTS**

- Understand delta between what UVA buys & what local and SWaM businesses offer
- Capture full picture of local and SWaM business activity, from engagement, to sourcing, to spend
- Develop market penetration plans with local and SWaM businesses & tailored economic impact plans with schools/units.
- Partner with UVA Health to develop pathways for local and SWaM businesses
- Structure sourcing opportunities in ways that allow smaller businesses to better compete
Cultivate a Supplier Inclusion Mindset

- Understand the Market
- Targeted Sourcing
- Be Transparent
- Authentic Engagement

- Make UVA spend data and upcoming contract & sourcing activity accessible to the local community
- Identify areas of spend where there is no available local and SWaM business coverage and partner with community partners investing in start-ups
- Facilitate sessions in the community that offer perspective, information, and tools to develop partnerships with UVA
- Promote community healing by improving relationships and access to local businesses that may have historically been overlooked or under-utilized
Leveraging new data model, develop economic impact plans for Schools/Units that track local, small, women, and minority-owned sourcing opportunities and spend. Develop a network of Supplier Diversity champions at the unit level. Work with HR and units to formalize job duties for participating individuals.

Department & School Economic Impact Plans & Unit Champion
Leveraging new data model, develop economic impact plans for Schools/Units that track local, small, women, and minority-owned sourcing opportunities and spend. Develop a network of Supplier Diversity champions at the unit level. Work with HR and units to formalize job duties for participating individuals.

Supplier Inclusion Training & Development
Invest in dedicated Supplier Inclusion Training for Procurement and Schools/Units.

Health System Collaboration
Gain access to Health System spend data and incorporate into new data model to identify opportunities.
Payment Works Follow-Up
PaymentWorks provides an improved invitation experience for UVA departments, tailored user experience for individual payees, secure method to use ACH payments, and fraud protection. Implementing PaymentWorks benefits its departmental users and suppliers.

New supplier management software PaymentWorks goes live on October 18, 2021.

Initiators/Departmental Users

Real-time Status: Ability to see steps of supplier registration (current state: contact Accounts Payable to find status)

Invite Suppliers Yourself: Ability for departments to send suppliers invitations and correct email address issues, if any

More Access to Data: See all information on suppliers, supplier number, etc. directly from their personalized dashboard and view accurate information in our supplier database as it gets updated or corrected

Suppliers/Payees

Electronic Payments: ACH payment option available for Suppliers and Payees

Faster Payment Terms: Suppliers have the ability to get paid faster if they sign up for faster payment terms

Better User Experience: Process for Individuals requires less fields and can be completed on a phone/mobile device

Training & Support

Procurement Website: Hosts information, training and FAQs for UVA Departments

Training Video: 15-minute video for departmental users through Workday Learning

Supplier Instructions: materials for non-UVA departments for how to register

Engagement Session Video

Email vendors@virgina.edu for support
FST Project Overview
### FST Project Overview | What Should I Expect When?

<table>
<thead>
<tr>
<th>Plan: Preparing for Phase 3</th>
<th>Imagine</th>
<th>Deliver</th>
<th>Run</th>
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</thead>
<tbody>
<tr>
<td><strong>Expect:</strong> Behind-the-scenes work: hiring, planning to implementing.</td>
<td></td>
<td></td>
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<tr>
<td><strong>Involvement:</strong> The team is putting the foundation in place!</td>
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</table>

**Architect: Building the Model**

- **Expect:** The team starts establishing implementation; requirement gathering sessions begin, known as Architect sessions.
- **Involvement:** The team displays Workday functionality during the Architect sessions and gathers requirements. Architect sessions cover a variety of topics and include 20-30 team members from Functional, Technical and Change Management areas from across Grounds for each session. Focus groups that take place after the Architect sessions help refine.

- **Expect:** The requirements we gathered are now **validated** and UVA's initial tenant is built. The team creates training plans based upon what we know from Architect sessions.
- **Involvement:** Participate in interactive walkthrough of processes; the team gathers feedback on issues and opportunities from staff to enhance the system.

**Test: How Does Workday function at UVA?**

- **Expect:** The team starts end-to-end testing in the Workday Tenant. Initial training materials may also be distributed during this time.
- **Involvement:** You may be asked to help test UVA's Workday Financials or to evaluate how ready you think you and your unit are to go live with Workday Financials.

**Deploy: Workday Goes Live!**

- **Expect:** Training as we prepare to transition to Workday Finance.
- **Involvement:** Once Workday goes “live”, we will ask for everyone’s active involvement in training at UVA staff and faculty acclimate to new workflows and processes. We’ll depend on our Advisory Group members to help us know what is working – and what needs to be tweaked.

**Support & Stabilization: The New Normal**

- **Expect:** With the system live, we are making the small process changes necessary for Workday to be effective for all users.
- **Involvement:** Keep us apprised of challenges you encounter, as well as continuous improvement opportunities.

---

< 9 months to Workday Go-Live
RAPID Decisions
RAPID Decisions | Improving Fund Ownership Visibility

**Improving Fund Ownership Visibility**

Decision: Should UVA move away from the use of budgetary spending authority and instead spending authority at the MBU level will be based on fund balance?

1. **PURPOSE of Sharing Today:**
   - Raise Awareness and Solicit Input

2. **OUR ASK**
   - What else should we consider for each option?
   - What would be important to schools/units in each option?

3. **NEXT STEPS**
   - Leadership Council approved September 27, 2021.
   - Create plan to operationalize across University
Improving Fund Ownership Visibility Decision

Pros:

- **Expendable fund balance reporting enabled** – Units would have the ability to accurately report on funds available without needing to wait for year-end settlement and carryforward calculations. In combination with the FDM, anyone could run a trial balance on any combination of FDM worktags at any time.

- **Clear ownership of funds** – Consistent transfer of funds would make it clear “who owns the fund balance” and the "owner" of the fund will be able to see where the funds have been transferred and how much has been spent.

- **Elimination of significant amounts of tracking outside of systems of record** – Units could eliminate and/or streamline current tracking mechanisms (i.e. manual Excel spreadsheets).

- **Reduction in risks of errors** – Through the elimination of the manual calculation of balances and the addition of robust real-time variance analysis capabilities.

- **Increased staff capacity** – This would allow more staff time to be devoted to analytical work rather than manual, tracking work.

Cons:

- **Significant Training** – This would change the meaning of “budget” for many users, as it would no longer confer spending authority or indicate funds available, but would instead represent the unit’s plan for the year. Units would need training in how to view expendable fund balances via reporting to determine availability of funds. The amount of change management and training would depend on the extent to which the unit currently operates exclusively or nearly exclusively with spending authority.

- **Change in the types of transactions/work** – Moving away from spending authority requires actual movement of funds to MBUs. This would mean units would budget the funds, as a plan, and would need to ensure the funds actually move as well, thereby increasing transactions in the system but reduction manual work done in shadow/supplemental systems. This would be mitigated with change management and system adaptations (e.g. mass uploads).
FDM Mapping
Pods continue to meet on a regular basis (1x/week or 2x/month)

Requests for new/adjustments to existing values are being submitted regularly

- Team is working on cadence for updating

Additional clarity provided for Project, Program and Activity, as well as Faculty Start Up structure

Seven units have already submitted mapping files

Outreach by the team has begun to ensure units have what they need

**REMINDERS**

- Units do not have to wait until their full mapping is complete to submit
- If there are mass changes needed, send a request and we can automate
Change Readiness Assessment #3
The purpose of the Change Readiness Assessment is to inform communications, engagement and training strategies to transition stakeholders to new ways of working, and to facilitate the adoption of new processes and technology needed to achieve the goals of the FST Project.

For this third Change Readiness Assessment, we surveyed a total of 1275 stakeholders from various departments across the university to show the communities that will be impacted by change.

22% response rate
(276 completed responses)
Survey questions were organized into five groups: Leadership Commitment, Awareness, Engagement, Training and Outcome. Average overall scores are broken down across Schools/Units.

<table>
<thead>
<tr>
<th>Bucket</th>
<th>Question</th>
<th>Avg Response Across Units</th>
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</thead>
<tbody>
<tr>
<td>Leadership Commitment</td>
<td>I believe that the University's Finance Leadership is committed to the success of the Finance Strategic Transformation (the Workday Financials implementation, Adaptive Planning, Continuous Improvement, Reporting and Analytics).</td>
<td>3.36</td>
</tr>
<tr>
<td>Awareness</td>
<td>I understand which applications and business processes may change as a result of the FST.</td>
<td>2.93</td>
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<tr>
<td></td>
<td>I am familiar with where to find information regarding FST (Finance Transformation website, CommunityHub, Finance Blog &amp; Blog Digest, WFST Radio).</td>
<td>3.01</td>
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<td></td>
<td>I am aware of resources available in my school/unit to learn more about FST currently. (e.g., Change Leader, governance members).</td>
<td>2.98</td>
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<tr>
<td>Engagement</td>
<td>I have had the opportunity to engage in aspects of this project at a satisfactory level.</td>
<td>2.85</td>
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<tr>
<td></td>
<td>I am confident that I will have additional opportunities to engage if desired as we progress towards go-live on July 1, 2022.</td>
<td>3.08</td>
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<tr>
<td></td>
<td>I am prepared to contribute to and positively influence the implementation of the FST within my school or unit.</td>
<td>3.22</td>
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<tr>
<td>Training</td>
<td>My school or unit managers are committed to supporting our learning needs for FST.</td>
<td>3.25</td>
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<td></td>
<td>I am confident I will be provided with adequate resources for learning to ensure a successful transition to FST.</td>
<td>2.99</td>
</tr>
<tr>
<td>Outcome</td>
<td>I believe that my school or unit will benefit from changes to business processes and technology as a result of FST.</td>
<td>3.08</td>
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<td></td>
<td>Based on what I know today, I am confident that FST will be a success. (Why or Why not? Please tell us more about why you chose that satisfaction rating in the text box below.)</td>
<td>2.84</td>
</tr>
</tbody>
</table>

Overall score range 2.84 - 3.36
While our Change Readiness Assessment (CRA) is formally closed, we'd like to hear more from our Fiscal Administrators group.

We're re-opening the CRA for just this meeting.

Please take 5-7 minutes now to provide your feedback at:

https://virginia.az1.qualtrics.com/jfe/form/SV_a5fKQjIWA5tHhA

<table>
<thead>
<tr>
<th>Key Areas</th>
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<tbody>
<tr>
<td>Leadership Commitment</td>
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<tr>
<td>Awareness</td>
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<td>Engagement</td>
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<td>Training</td>
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<td>Outcome</td>
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E2E Testing Update
# E2E Testing Update | Test Phase Overview

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<thead>
<tr>
<th></th>
<th>2021</th>
<th>2022</th>
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<tbody>
<tr>
<td>Jul</td>
<td>Aug</td>
<td>Sep</td>
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<tr>
<td>Develop Testing Scenarios</td>
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<td>Testing Prep</td>
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<tr>
<td>E2E Build</td>
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<tr>
<td>Parallel Payroll I (GTN) Test</td>
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<td>Oct</td>
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<td>E2E Testing</td>
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<td>Dec</td>
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<tr>
<td>Contingency</td>
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<td>Feb</td>
<td>Mar</td>
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<tr>
<td>HCM/Payroll Regression</td>
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<tr>
<td>Parallel Payroll II Test (Line Detail)</td>
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<td>Apr</td>
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<tr>
<td>System Remediation Testing</td>
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<td>Performance Testing</td>
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<td>UER Build</td>
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<td>UER Testing</td>
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<tr>
<td>Cycle 1</td>
<td>Week 1</td>
<td>Week 2</td>
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<tr>
<td>10/4/21</td>
<td>Customer Accounts Configuration</td>
<td>Non-CC Expense Reports</td>
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<tr>
<td>10/7/21</td>
<td>Supplier Creation &amp; Supplier Update (Manual) Award and Grant Creation Banking Setup</td>
<td>Non-CC Expense Reports Requisitions, Purchase Orders &amp; Sourcing Award Corrections and Amendments Gift Worktag Maintenance Capital Project MFS Setup Sponsor Setup, Award Configuration (e.g. F&amp;A)</td>
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<tr>
<td>10/8/21</td>
<td>Customer Setup Spend Authorizations Gift Worktag Maintenance Supplier Creation &amp; Supplier Update (Manual) Award and Grant Creation</td>
<td>Non-CC Expense Reports Requisitions, Purchase Orders &amp; Sourcing Gift Worktag Maintenance Sponsor Setup, Award Configuration (e.g. F&amp;A)</td>
</tr>
<tr>
<td>10/9/21</td>
<td>Validate Accounting</td>
<td>Validate Accounting</td>
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</table>
E2E Testing Update | Communications & Engagement

Testing Phase

- **Testing tracker** available on website/community with testing status information
- Summary weekly communications
- Demos of tested processes at governance meetings
- User Experience Review (UER)
Other Business and Wrap Up