



# Duke University

- 15,100 students – 6,500 Undergraduate, 8,600 Graduate and Professional
  - 10 schools including School of Medicine
  - Multi-hospital Health System
  - 39,000 employees
  - \$6.44 billion in annual revenue
  - \$1.15 billion in sponsored research revenue
  - \$9.7 billion endowment
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# SAP History at Duke

- 1999: SAP Financials and Procurement live for DU & DUHS
  - 2002: SAP Payroll live for DU & DUHS
  - 2003: Implemented SAP BW
  - 2006: Implemented SAP ESS/MSS
  - 2011: SAP Supplier Relationship Management for DU Research buying
  - 2012: SAP CRM live for Fund Raising
  - 2017: Migrated SAP from Oracle to Hana database
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# Gap Outline

- The business problems
  - The project team and process
  - Implementation
  - Key features and benefits
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# Gaps to Fill

- Endowment Investment Management
  - Sponsored Projects Closeout
  - Security Administration
  - Accounts Payable Check Request
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# Endowment Management

- Business Problems
    - \$9.7 billion long term investment pool
    - ~9,400 individual endowments, trusts, & bequests
    - Complex individual rules & requirements
    - Manual processes, spreadsheets
    - Timeliness
    - Transparency
    - Reporting and metrics
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# Endowment Management

- Project Team and Process
    - Treasury Office and SAP teams (business & technical)
    - Detailed requirements gathering (9 months)
    - Application specification and design (3 months)
    - Build and test (6 months)
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# Endowment Management

- Implementation
    - Fully OO ABAP
    - All SAPgui
    - Highly Configurable
      - “Customers”, Donors, Pools, Rules, Eligibility, Assessment, Control, etc.
    - Quarterly process programs
    - Reports, metrics
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# Endowment Management

- Key Features and Benefits
    - Spend rate per quarter
    - Gains vs. income per unit
    - Auto JV posting
    - Internal tax assessment
    - Integrated system of record
    - Enhanced reporting
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# Sponsored Project Closeout

- Business Problems
    - Closing projects on time
    - Missing key sponsor deadlines
    - Risk of non-reimbursement
    - Risk of non-renewal
    - Risk of loss of sponsorships
    - \$1.15 billion, thousands of grants, sponsors, researchers
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# Sponsored Project Closeout

## Project Team and Process

- Team from both University and Health System
  - Grant Managers
  - Business Managers
  - Central Offices
    - Sponsored Research Office
    - Account Payable
    - SAP teams
  - 1.5 years spent identifying processes and problems
  - Policy, business processes, technology, culture
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# Sponsored Project Closeout

## Implementation

- Cockpit for all tasks needed to close a project
  - Project close checklist
  - Tuition remission application
  - “PO killer”
  - Obligation worksheet
  - PI Atteststation
  - Revision Tool
  - Reporting, metrics
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# Sponsored Project Closeout

## Key Features and Benefits

- Transparency, visibility
  - Late closures can be identified
  - Individual assistance for anyone having issues
  - Culture shift
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# Security Administration

- Business problems
    - Lack of knowledge, understanding, and visibility of complex role/PD profile/WF approval environment
    - No approvals or audit trail of security assignments
    - Lack of governance and ownership of business functions and the associated security objects
    - Years of ‘accrual’ needed major cleanup
    - Move from centralized to decentralized model
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# Security Administration

- Project Team and Process
    - SAP team, functional & technical
    - University Departments
    - Health System Departments
    - Management Centers
    - Central Offices
  - ID requirements
  - Display and cleanup first
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# Security Administration

- Implementation
    - SAPgui configuration tools for ownership, eligibility, display
    - WebDynpro app for display and selection
    - Workflow for approvals
    - Rollover text for further business explanation of objects
    - Workflow for approvals
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# Security Administration

- Key Features and Benefits
    - Departmental and Institutional approvals
    - Immediate update of position/userid
    - Includes roles, PD profiles, travel approvals, WF
    - Transparency
    - Decentralized knowledge
    - Audit trail
    - 34,000 requests since go live, 150/week
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# A/P Check Request

- Business Problems
    - Paper process
    - Slow
    - Visibility, transparency
    - No reporting or metrics
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# A/P Check Request

- Project Team
    - Accounts Payable
    - Department Representatives
    - SAP functional & technical team
  - Well known business process
  - No reengineering
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# A/P Check Request

- Implementation
    - Webdynpro for the form/data entry
    - WorkFlow for approvals
    - SmartForm for archived image of the end result
    - Automatic invoice posting
    - Integrated into A/P processing
    - Delivered via portal
    - Reporting
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# A/P Check Request

- Key Features and Benefits
    - Timeliness
    - Reporting and metrics
    - Audit trail
    - 200,000+ since go-live, 3,300 per month
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# Questions

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