**Morehouse School of Medicine**
Summary Report
Project SCORPIO

In July 2007 the president chartered the Reporting Improvement Project to improve our capacity to produce timely reports that provide data for financial management and institutional effectiveness for all levels of management. The project was lead by Andrea Fox, director of Planning and Institutional Research and Title III project director. With funding from the MSM Title III project, a consultant with extensive experience in installation and use of Colleague, our current financial system, was engaged to assess the utilization and reporting capability of the systems currently employed to process, record and report financial transactions. Carole Cafasso, the consultant, interviewed staff and leadership in finance, information technology and human resources. Information was gathered about features and interrelationships of systems currently in use, perceived strengths and weaknesses of those systems, opportunities for improvement, and unmet needs.

An early finding highlighted by Ms. Cafasso was that the institution's financial data now exist in several different connected, but not integrated, databases that require a number of data processing and transfer steps to capture the information in the Colleague financial system, as depicted in the flow chart below:

MSM CURRENT APPLICATIONS AND INTERFACES
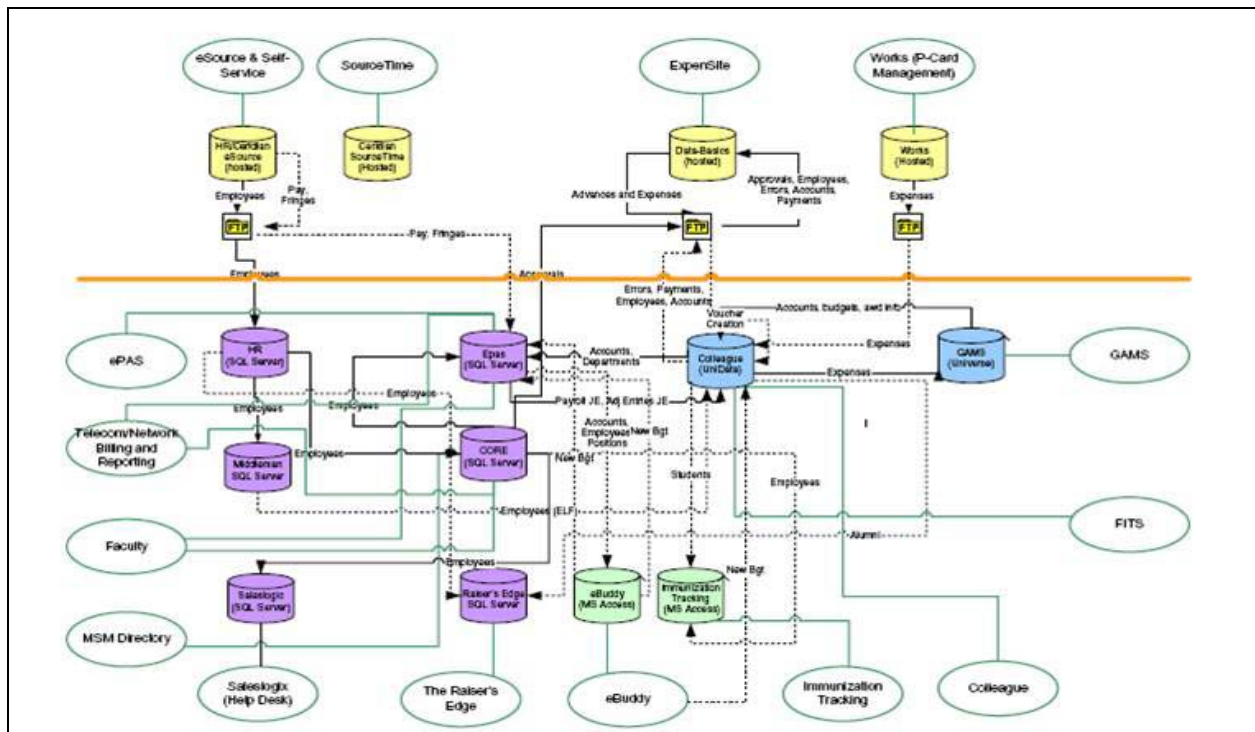
This configuration is an inefficient use of IT and staff resources, compromises data integrity, and does not provide timely financial information need by institutional and grant administrators. The consultant

reported that (1) we are currently using only approximately 20% of the functionality of currently licensed Colleague applications and (2) functions performed by several of the separate applications are available in the Colleague suite of applications. She recommended that MSM consider implementation of those applications within Colleague to develop a truly integrated enterprise resource planning solution.

To ensure that Colleague applications would provide the solutions that meet our needs, the consultant, in conjunction with our IT staff, conducted sessions to develop software requirements for human resources, payroll, budgeting, and position management/budgeting. Those requirements were then submitted to Datatel, the Colleague vendor with a request to respond with the ability of their applications to address the issues. The overwhelming majority of the requirements can be met with Colleague applications. Customization or partner solutions will address all of the stated requirements.

At this point it was apparent that what had begun as the Reporting Improvement Project had grown to have a broader scope that would include much of the institution; hence **Project SCORPIO** was initiated in February 2008 as the umbrella under which a number of important IT application enhancements would be implemented. It was born out of the need to improve the efficiency of transacting the business of the school, and storing and accessing data for reporting, analysis and decision-making. Project SCORPIO will focus on implementation of new Colleague modules, improving our use of currently licensed modules, and generally enhancing our data collection and reporting capabilities throughout the institution.

To develop *esprit de corps,* a logo was designed and will be used internally for all communications regarding the project.

The Colleague human resources/payroll module was recommended for implementation first as it would provide for integration of the largest source of financial transactions and eliminate the current delay in updating the general ledger with payroll expense allocations.   It would replace Ceridian, the current human resources/payroll out-sourcing solution, and EPAS and eBuddy, two MSM-developed applications. After an initial investment of approximately $250,000 in Colleague software licensing and training, we will be able to realize annual savings of over $248,000. Details of this analysis are below:

HR/PAYROLL COST COMPARISON

	Current	Proposed
Application	**Annual Cost**	**Annual Cost ****
Colleague	$ 63,038	$ 84,513
EPAS	-	-
eBuddy	90,000	-

Ceridian	180,000		-
Total	**$ 333,038**	**$**	**84,513**

Colleague student system applications are currently licensed and grossly underutilized. This finding was supported recently when an external review of the registrar function was conducted as commissioned by the dean. Project SCORPIO will provide training and support to the Office of Student Affairs to make full use of this functionality and develop custom solutions to special needs identified by that office.

Two projects are currently being implemented under the Project SCORPIO umbrella. Finance has received training for the implementation of FRx financial reporting application, and Human Resources has begun implementation of OrgPublisher which will produce multi-level organization charts and an institutional directory.

We are working to change the map of our applications and interfaces from the complex diagram to a much simpler model that provides improved functionality and efficiency.
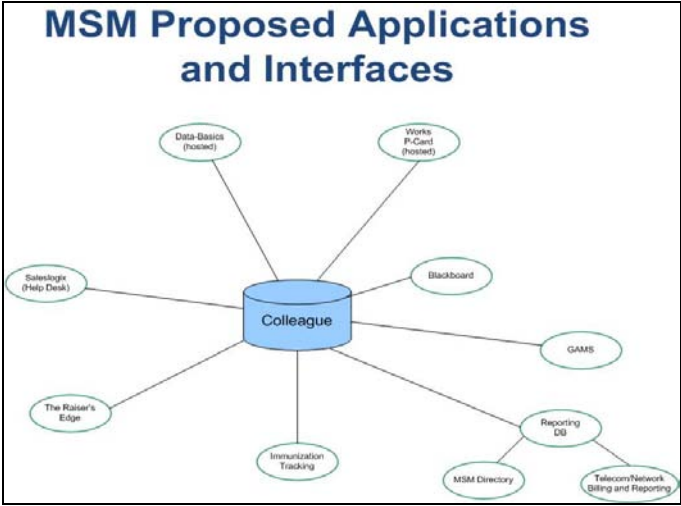
We find that the role of Project SCORPIO is constantly expanding and expect that it will span several years as we continue to identify and implement new and improved IT solutions to our management and reporting needs. The first major milestone is implementation of Colleague payroll in the first quarter of 2009. The Morehouse School of Medicine Title III grant will provide funding for the project, which at this point is estimated at $750,000 over the next two years.