Vision: Together we will make administration seamless and efficient to enable and support teaching, learning and research

Strategic Goals:

1. Create an environment that attracts, develops and retains world class staff
2. Transform administrative processes, systems and infrastructure throughout the University to reduce the burden on faculty, students and other staff
3. Deliver accurate, timely and useful information to support decision-making
4. Create a comprehensive and balanced approach to University-wide risk management and compliance
5. Continuously improve our clients' satisfaction with administrative services

“Top 5” most critical strategic priorities:

1. Information Security: We will provide security solutions such that we have no incidents attributable to a lack of best practices:
   a. Authentication for third-party systems handling High Risk data: i) Create an inventory of all such systems, document current authentication process and prioritize in terms of risk by August 1, 2016; ii) Develop mitigation plans for 10 highest risk systems, accounting for user impact, development resources and vendor capabilities by August 1, 2016; iii) Complete mitigation of 10 highest risk systems by April 30, 2017 (September checkpoint to gauge progress and adjust schedule as needed). ON Track
   b. High Risk servers and applications operated by University: i) Create and maintain an inventory of all such servers and applications by September 1, 2016; ii) Attain and maintain adoption of Minimum Security Standards across all such servers and applications by April 30, 2017, allowing for exceptions (September checkpoint to gauge progress and adjust schedule as needed). ON Track

2. Talent Development: In support of growing our internal talent, continue multi-year program for staff development which includes the 3 E’s: Exposure, Experience and Education.
   a. Support the APEx Talent Development initiatives through participation in advisory group and workforce planning efforts. In Support of initiative- Rick on committee; participating in Workforce planning pilot...... in ARCP..... now need one in SaaS too? SF to follow up.
   b. Review existing and identify next set of Talent Development Participants from within Business Affairs On Track
c. Review and update succession plans for AVPs and their direct reports

d. Provide additional Exposure through engaging volunteer TDPs in Talent Development activities such as events, trainings, and facilitation of meetings

e. Offer 3 of the top Exposure activities as identified by 2016 Survey of TDPs. These activities will include but are not limited to the following; TDPs attend different department management meetings; informal meetings of the TDP group; shadowing; TDPs have one-on-one meetings with their AVP

f. Offer 3 of the top Educational activities as identified by 2016 Survey of TDPs. These activities will include but are not limited to the following; Self Assessments; Giving and Receiving Feedback Workshop; Myers Briggs Assessment; Influencing without Authority class; Managing Up – a class and discussion

On Track

3. Integrated Identity and Access Management Program: Implement a modern, scalable identity and access management solution. Address growing requirements of the Stanford community to secure digital assets, foster collaboration, improve lifecycle management, and manage teaching, learning, and research computing environments across platforms and institutions.

   a. Sponsored Accounts: i) Review and republish Admin Guide policies regarding SUNet ID Eligibility with revised guidelines as per recommendations from Sponsorship Eligibility Charter by September 1, 2016; ii) UI Flow and Persona mapping per new Sponsorship Policies (persona mapping for Sponsors and Services) by April 1, 2017; iii) Create ability to indicate “on behalf” sponsorships by April 30, 2017; and iv) Update all campus-facing service pages to reflect revised SUNet ID Eligibility guidelines by April 30, 2017 On Track

   b. Access and Authorization: i) Upgrade Shibboleth Identity Provider (IdP) from v2 to v3 on VM by August 7, 2016 and geo-replicate IdP v3 in AWS by November 1 2016; ii) Replicate KDC (Kerberos) and LDAP to the cloud by February 1, 2017; iii) Determine strategy for authentication middleware portion of LSDB (Leland Stanford Database) by October 15, 2016; iv) Complete gap analysis of Grouper with Workgroup Manager and LSDB Account Services to decide whether Grouper should be pursued as replacement for existing group and/or account provisioning services by December 15, 2016; v) Create charter for project to move authentication portion of LSDB to cloud by March 1, 2017 (implementation in PY18); and vi) Transition 50% of UIT WebAuth applications to Shibboleth or other SAML 2.0 authentication method (evaluate and identify exclusions) by April 30, 2017 reprioritizing project – Shibboleth upgraded..... replicate Kerbos date slid out & more resilience in the system

4. Evolve and Consolidate Financial Planning & Reporting: Consolidate and update tools for financial management reporting, with the ultimate goal of moving financial reporting content to OBIEE (Analysis and BI Publisher):

   a. Complete Post-CER reports by July 31, 2016 – Completed Adoption at 60%; Dec 5 UIT for IPE;
b. Complete Delivery 3 of Integrated Payments & Expenditures (IPE) - Procure-to-Pay by April 30, 2017


d. Update and refine overall program roadmap by April 30, 2017

5. Communication/Collaboration: Partner with APEx to evolve our integrated collaboration/communication solution to include voice, video, and instant messaging in addition to email and calendar; and support robust solutions between Main Campus, Redwood City, and other remote sites:

   a. Video conference services: Evaluate BlueJeans and Webex capabilities for handling video conferencing rooms at Stanford and beyond. Run pilot with at least 20 departments. Complete analysis and determine which services can be placed in production by November 30, 2016. Put those services intro production and deliver a roadmap for future releases by April 30, 2017 – Complete – Webex is the choice....late winter conversion

   b. Instant Messaging services: (Jabber is currently in production for campus and medical center.) Work with the CIO Council to evaluate an IM solution (e.g. Skype for Business) for campus (School of Medicine CIO to chair the evaluation group). Complete analysis by December 15, 2016 and determine with University IT which services can be implemented by April 30, 2017. Put those services into production and deliver a roadmap for future releases by April 30, 2017 – Under way.... Time table shifted to complete mid to late Jan not 12/15....evaluation taking longer.... Will complete by 4/30

“Next 10” most important initiatives:

6. Procure to Pay (P2P) Continuous Monitoring of Financial Transactions (FICO) – Implement FICO Phase II

   a. Improve and enhance key Case Manager application functionality such as case management workflow, searching of transactions, case decision options, and business rules refinement Completed

   b. Implement new functionality related to risk score criteria and analytics to identify outliers and patterns – Completed UAT next week

   c. Pilot text analytics on attachments via OCR for specific transactions (i.e. ERS, requisitions) and free-text fields – Confirmed that this works....project on track.... Still a ways to go to read scans

   d. Define reporting and visualization requirements for Procurement which may include rejection rates, throughput report and elastic & user-defined reports – On Track

   e. Complete business requirements and change management strategy for Phase III scope
7. **Procure to Pay (P2P) Spend Management Implementation:** Build a formal spend management program (SMP) that establishes the requisite foundation to select and manage new and existing categories, vendor performance and compliance, and aligns to the overall P2P open marketplace vision:

   a. Establish a Spend Advisory Council and choose three to four new categories to introduce into the SMP by August 31, 2016 - Complete

   b. Determine savings target; establish new program strategies, based on prior methodology, to manage and measure these categories; report progress quarterly Print services, chemical & gas, temp labor & furniture

   c. Establish and execute a Client and Supplier Relationship Strategy (CSRM) to manage all categories. Hired

8. **Procure to Pay (P2P) Purchasing Marketplace:** Create a unified consumer-like buying experience with built-in compliance that’s simple, easy to use, requires little training, and aligns to the Spend Management initiative:

   a. Run a rapid assessment exercise with three to four companies that provide solutions in support of our goal - Amazon is selected

   b. Conduct an in-depth two-week exploratory exercise with each company

   c. Compile analysis and present options to select a provider by December 20, 2016

   d. Implement Phase I, of the selected option, with new provider (date TBD) Pilot is starting and bringing users into it.... Rolling implementation...31 suppliers to onboard.

9. **Procure to Pay (P2P) Vendor Management:** Develop a scalable Vendor Management Program (VMP) to help manage vendor performance, compliance and pricing:

   a. Select a Vendor Management tool and service provider to centralize vendor data, assess vendor risk, manage vendor relationships, and ensure compliance with policies, regulations and contracts 20 solutions reviewed, met with suppliers, met with Privacy and ISO.... Starting to negotiate contract and doing proof of concept

   b. Develop a comprehensive vendor assessment profile that captures required compliance concerns for the University; determine roles and responsibilities and develop plans/infrastructure for vendor management function.......hiring someone to be responsible to do this.... & work is starting.... Should be on track

   c. Develop a Business Associate Vendor Management Program that includes the following: i) capacity to assist contract offices, including Procurement, with negotiating BAAs; (Privacy); and ii) streamlined and routinized vendor privacy & security risk assessment process (Privacy and ISO)......Rick and Michael's shop...On Track..... c2 in process

10. **Business Affairs in Redwood City 2019:** Support and Collaborate with Capital Planning to design the Redwood City Campus to attract and retain world class staff
a. Continue to influence and shape design and operations of RWC campus through participation on committees; e.g. - Technical Infrastructure Committee; Advisory Committee and subcommittees; Executive Steering Committee; Focus Group/Change Agent group and Workspace Programming committees

b. Begin to implement the Business Affairs Design Guidelines for interim relocations (e.g., RFCS, Privacy)

c. Complete office assignment guidelines with input from RWC workspace pilot - April 2017

d. Develop guidelines for privacy, HIPAA, claim & benefit work spaces (BA & UHR) - April 2017  (need to push on this more)

e. Complete detailed Workspace & technical infrastructure plans & determine final groups/headcount moving to RWC - Sept. 2016

f. Business Affairs departments to participate in the RWC workspace design pilot. A few departments will volunteer to relocate to a RWC mock up in a vacant facility in the Research Park for 2-4 weeks. We will commit to rotate through several (possibly many) working groups

    All On Track

11. **Budget Process, System, and Reporting Assessment:** Provide a robust and dynamic budget process to plan and monitor the utilization of university resources that is well integrated with other financial systems and reporting

   a. Complete Phase 1 rollout for booked budget functionality  Complete

   b. Deliver Phase 2: Healthcare services (reporting) and variance analysis  On Track – Ganesh Technical meeting held…. They need to improve their architecture to meet our needs – plus our data set.  Med school not participating again.

   c. Refine Phase 1 functionality as necessary to be used for FY2018 budget plan  On Track

12. **IT Service Management Program (Remedy Replacement):** Implement ServiceNow to transform and unify service management for University IT and the broader campus community. [2nd year of multi-year initiative]

   a. Implement Phase 1a: Problem and Change Management, Knowledge Management, Jira integration for University IT by August 31, 2016 - Complete

   b. Implement Phase 1b: Stanford Services Portal, Incident, Non-Billable Requests, Knowledge (client-facing knowledge articles), CMDB lite for University IT by December 5, 2016 (Contingent on the stability of the Helsinki version which was released May 2016, and is required for portal development) – On Track
c. Implement Phase 2a: Incident, Request, and Knowledge for three Campus Partners with IT organizations by TBD (contingent on our ability to hire sufficient business analyst capacity).... Defining Schedule now – will fix the date in the next few weeks

13. **Sponsored Research Expenditure Review and Certification System:** Achieve milestones in implementation of electronic alternative to our current paper based quarterly expenditure certification system that also integrates payroll distribution certification (Consistent with APEx Process Improvement in Research Administration initiative):

   a. Complete Business Requirements Document by September 30, 2016 - completed
   b. Complete Functional Requirements Document by October 15, 2016 completed
   c. Begin development in Autumn 2016 and achieve scheduled milestones through April 2017 – In process.... Go live date is currently fall ’17, depends on the pilot results

14. **Enterprise Risk Management:** Implement a more robust ERM program – On Track

   a. Complete the identification and assessment of sub-risks for all applicable enterprise risks.
   b. Work with risk owners to document mitigation and monitoring actions and plans for at least eight enterprise risks. On Track, several already done
   c. Conduct internal reviews of at least four enterprise risks to assess the effectiveness of mitigation and monitoring actions and plans. On Track – goal to have all 20 done by end of Fiscal year and more than 8 done before April 30th.
   d. Include ERM in new Board member orientation

   Additional work with faculty due to some push back at last cabinet meeting

15. **Cash & Liquidity Management:** The CFO's Office, FMS and Treasurer's Office will collaborate with SMC to improve forecasting, management and reporting of cash and liquidity

   a. Automate the application of the revised MP policy – Tool OT will use and working on with AS development of tool
   b. Design and implement refined medium term cash forecasting model for working capital invested in the EFP: i) Conduct a discovery of the forecasting process for determining operating cash needs; ii) Operationalize the cash forecasting process, utilizing a significantly revised cash forecasting model; and iii) if necessary, select a new system tool or platform. Built – up & running & being used.... Will improve over time – continuous improvement planned
   c. Design and implement forecasting model for MP commitments with goal of avoiding unscheduled net withdrawals Built – up & running & being used.... Will improve over time – continuous improvement planned
   d. 
   e. Design and implement an intermediate pool – Pool is live as of last week.... Ready for $$