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. Business Affairs in Redwood City 2019: Support and Collaborate with LBRE and the SRWC Executive Committee, meeting input deadlines, to facilitate completion of the SRWC campus design, construction documents, and operations planning, enabling us to continue to attract and retain world-class staff at the new campus. [4th year of multi-year initiative]

   a. In coordination with BAHR, develop and deliver a Business Affairs “Managing Changes” training for all BA staff plus manager training; i) Draft a Management and Communications strategy leveraging University Human Resources plans and tools to be delivered over PY 2018 & 2019; and ii) Deliver 1-2 modules of the “Managing Changes” Staff & Manager in PY2018

   b. Complete planning to prepare, equip and support Business Affairs employees for the transition to SRWC and for effective new ways of working including, remote work, open plan and AV use and etiquette, and use of new communication technologies. In addition, support the BA staff that will remain on the Palo Alto campus and the split location departments. Share learnings with other SRWC occupants: i) Create plans, roadmap, and timelines – September 2017; ii) Develop shared, x-functional plans and implementation rollouts. Fall/Winter 17/18; and iii) Continue to use the SRWC pilot space in 3160 for university and BA change management purposes, while also utilizing the workspace for BA facilities accommodations

   c. Formalize a service that provides alternatives and tools for document management and archiving solutions that support remote work and a reduction of paper files. (By July 2017). Promote this service with UMG, SRWC Advisory team, UIT Service pages, departments, and through the Managing Changes trainings (b above). (all year)
d. Support definition and development of Business Center(s) on Main Campus, SRWC, and possibly other Bay Area remote sites. Include Business Affairs as pilot participants in regional remote sites, if such are approved

2. **Information Security:** We will provide security solutions such that we have no incidents attributable to a lack of best practices. [4th year of multi-year initiative]
   
a. High Risk servers and applications operated by University: Attain and sustain adoption of Minimum Security Standards across all such servers and applications, allowing for exceptions and measured against per-standard adoption goals. – April 2018
   
b. Develop and publish guidance for adopting the Minimum Security Standards across cloud-based systems. – Dec 2017
   
c. Implement infrastructure to enable opt-in client certificate provisioning for simplified and strengthened user authentication via campus web single sign-on. – February 2018

3. **Talent Development:** In support of growing our internal talent, continue multi-year program for staff development that includes the three E’s: Exposure, Experience and Education. [5th year of multi-year initiative]
   
a. Based on a positive and strong evaluation of the first year of the Rotation Program, create and deliver a proposal (to be delivered during the FY19 General Funds budget process) to expand beyond the two year pilot
   
b. Launch and evaluate the Top 3 pilot programs from the TDP’s brainstorming efforts:
      
      i) **TDP Buddy System** - Through the partnership with a buddy, participants will learn about and be **EXPOSED** to another Business Affairs (BA) organization/department by spending a day with their buddy
      
      ii) **AVP Shadowing Program** - Provide addition **EXPOSURE** to AVP level meetings by shadowing and debriefing a meeting with the AVP
      
      iii) **3 & 2 Development Opportunities** - Structure a few Talent Development Assignments so that the individual works 3 days in the development area while still working 2 days a week at their present job and thus providing **EXPERIENCES** for more of the TDPs.
   
c. The program will continue to include: i) Alignment with APEx initiatives; ii) Review and update succession plans for AVPs and their direct reports; and iii) Evaluation and identification of Talent Development Participants to include clarification of the criteria for TDP participation; and iv) Defining and refining of the vision and guiding principles of the program for clarity

4. **Cloud Adoption:** Facilitate adoption of cloud-based technologies that enable Stanford to be nimble, cost-efficient, secure and innovative with a variety of computing and collaboration needs. [new initiative]
a. Cloud governance and portfolio management: i) Document and publish examples of SaaS, PaaS, and IaaS as they apply at Stanford, and identify criteria for choosing among them – December 2017; ii) Define thresholds for UIT involvement in distributed IT SaaS cloud deployments – August 2017; iii) Define and pilot model to implement thresholds with Business Affairs deployments – December 2017; iv) Define and publish criteria for selecting strategic service provider partnerships – October 2017; v) Collaborate with groups such as CIO Council and UMG to implement model across University for SaaS at defined set of boundaries – April 2018

b. Automate account provisioning and billing for primary IaaS vendors (Amazon and Google) – April 2018

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. [2nd year of multi-year initiative]

   a. Document roadmap for network, voice and video services in support of Main Campus, the Redwood City Campus, and potential remote sites - August 2017

   b. Standardize audio/video-conferencing capability campus-wide: i) Inventory existing conference rooms and current-state technology -July 2017; ii) Begin discussion of standards with CIO Council - August 2017; iii) Initiate conceptual discussion and gather feedback from LBRE and UBO regarding funding strategy for standard AV for conference rooms - October 2017; iv) Finalize standards, in collaboration with CIO Council and APEx, for conference room video technology - November 2017; and v) Complete final recommendations regarding conference room upgrades - January 2018

   c. Make Stanford voice services available at all locations and to users’ desk phones, soft clients and mobile devices. Give users the ability to take their Stanford calls on their cell phone - Dec 2017

“Next 12” most important initiatives:

6. Enterprise Risk Management: Continue to implement a more robust ERM program. [2nd year of multi-year initiative]

   a. Work with risk owners to document mitigation and monitoring actions and plans. Clarify management’s role in documenting and ACRP’s role in validating

   b. Conduct integrated reviews of at least four enterprise risks to assess the effectiveness of mitigation and monitoring actions and plans

   c. Conduct a minimum of three awareness sessions to senior leadership groups or functional units to promote consistent messaging regarding ERM’s purpose, process and value at Stanford

   d. Provide support to Board Committees and staff re: ERM presentations
7. **Business Continuity/Disaster Recovery**: Improve resiliency of Business Affairs applications and services, including response plans in the event of major incidents or disasters; and improve capability of Business Affairs staff to maintain continuity of operations for critical functions. [new initiative]

   a. Assess all Business Affairs supported applications and systems for criticality and continuity measures; make recommendations at the portfolio level and the individual application/service level – October 2017

   b. Perform workforce assessment survey across all of Business Affairs to identify capabilities, gaps and practices for staff to be able to work remotely or from home, if needed – Oct 2017

   c. Reconcile, consolidate and update DR plans into PrepareSU (or alternative), prioritize as result of criticality assessment; incorporate testing of plans in regularly-scheduled DR drills of on-premise and cloud-based infrastructure - 25% of DR plans updated by April 2018

   d. Perform “lite” version of a Business Impact Analysis (BIA) across all of Business Affairs to formally define critical functions and recovery targets - pilot completed by April 2018

   e. Determine most appropriate continuity strategy for all Business Affairs functions, and document or update continuity plans (alternative ways to conduct business) for all critical functions – pilot completed by April 2018.

8. **Sponsored Research Expenditure Review and Certification System**: Complete implementation and rollout of new online quarterly expenditure certification system that also integrates payroll distribution certification: i) UAT August 2017; ii) Pilot deployment October 2017; iii) Campus-wide rollout December 2017. [3rd year of multi-year initiative]

9. **Clinical Trial Process Review**: Improve the business process and systems associated with clinical trial set-up, billing and collections, in partnership with the School of Medicine. [New Initiative]

   a. Complete current state assessment and recommendations for improved business process and systems – April 2018

   b. Review the CRISP billing system to determine if current system can be enhanced to address user needs or a new system is required – December 2017

10. **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). [6th year of multi-year initiative]

    a. Complete Delivery of Revenue & Funds Management Reporting - Aug 2017

    b. Complete the retirement of RM3 for financial reporting - Oct 2017

    c. Develop and implement appropriate support model to maintain and continuously improve financial reporting and business intelligence across the institution - Dec 2017

    d. Update and refine overall program roadmap - April 2018
11. **Authority**: Update Delegations of Authority from Board of Trustees to the President and from President to University Officers and other administrators. [new initiative]

   a. In partnership with Office of General Counsel and President’s Office: i) Finalize Board of Trustees Delegation to the University President with resolution at the December 2017 Trustee meeting; and ii) Create and/or update delegations from President to University Officers, Deans, Vice Provosts and other necessary positions – April 2018

   b. Create a high-level framework for extending delegations to other faculty and administrators throughout the University – April 2018

   c. Identify and begin implementation of infrastructure components (policies, procedures, systems, training, etc.) that need to be updated – April 2018

12. **Procure to Pay (P2P) Purchasing Marketplace**: Continue to roll out Amazon for Business with a focus on reducing the administrative burden for campus. Focus on increasing product selection and competitive pricing while providing functionality that delivers seamless compliance in real time [4th year of multi-year initiative]

   a. Create a product selection strategy that increases client satisfaction and user adoption while aligning with our Spend Management, Vendor Management, and FAN initiatives

   b. Reduce the use of Smart Mart and product selection by 50%.

   c. Create a savings methodology that will track and monitor Amazon’s dynamic pricing model in support of Spend Management.

   d. Establish a vendor management process that provides supplier compliance for suppliers under the Amazon umbrella in accordance with FAN rules and FICO’s future analytic model

13. **Procure to Pay (P2P) Vendor Management**: Continue development of a scalable Vendor Management Program (VMP) to help manage vendor performance, compliance and pricing. [2nd year of multi-year initiative]

   a. Launch a limited implementation of the top 100 strategic suppliers to identify challenges and to establish a realistic timeline to implement across our entire vendor master file (approx. 15,000 suppliers).

   b. Transition current supplier set-up process to route all new supplier requests through the Vendor Management Program (approximately 2000-3000 suppliers per year).

   c. Create a strategy for alignment with our Purchasing Marketplace, Spend Management, and FAN initiatives, including: i) Helping to guide suppliers moving into the Purchasing Marketplace; ii) Merging Supplier Information Management (SIM) tool with FAN project for added visibility into transaction compliance, and iii) Aligning SIM tool tracking and reporting in relation to Spend Management categories.

14. **GFS Redesign** - Redesign and modernize functionality for managing entry, approval and reporting of financial support for graduate students and postdoctoral scholars. [new initiative]
a. Phase I: Redesign user interface and functionality - Nov 2017

b. Phase II: Discovery phase for enhanced reporting (reporting and integration) – Apr 2018

15. **Integrated Identity and Access Management Program**: Implement a modern, scalable identity and access management solution. [2nd year of multi-year initiative]
   
a. Group service enhancement strategy: Complete gap analysis between WorkGroup Manager and Grouper (which is the Internet2 consortia maintained group service platform used by many of our peers) – Oct 2017

b. Full migration of PROD IAM in cloud (AuthN and directory infrastructure) with backend support for client certificate authentication. – February 2018

c. Migrate 50% of UIT web applications to SAML from WebAuth – April 2018

d. Complete enhancement of Sponsorship Manager to comply with the revised Admin Guide policies – April 2018

16. **IT Service Management Program (Remedy Replacement)**: Implement ServiceNow to transform and unify service management for University IT and the broader campus community. [3rd year of multi-year initiative]
   
a. Implement Stanford Services Portal, Incident, Request, and Knowledge for twelve campus partners with IT organizations – July 2017

b. Implement Stanford Services Portal, Incident, Request, and Knowledge for two campus partners with non-IT organizations – March 2018

c. Complete Advanced Reporting Strategy and Implementation Project Charter. This strategy, which includes tool selection, will facilitate the expansion of ServiceNow’s existing reporting to include at least trend reporting and key metrics/KPIs – August 2017

b. Complete implementation of at least Phase 1 of Advanced Reporting Strategy. (Phase 1 will be defined in the Charter, per #3 above) – April 2018

17. **IT Funding Models** – Assess and rationalize funding models (e.g., service center, General Funds, other chargeback model) for University IT communications and support services. [new initiative]
   
a. Finalize capital and operating cost models as well as funding recommendation for all UIT Services for Redwood City Campus (July 2017)

b. Determine which charge-back services are candidates for central funding and complete financial impact analysis (September 2017)

c. Review analysis and conceptual recommendation with Budget Group, UBO and Provost, seeking feedback on any changes (November 2017)
d. Prepare budget request (January 2018)

e. If changes are approved, prepare for implementation of new model(s) (e.g., client documentation, ordering/billing system updates, etc.) and communicate new model(s) to campus community (April 2018)