

## 2010 Principal Initiative Accomplishments

### 1. Create an environment that attracts, retains, and develops world-class staff

Principal Initiative	Lead	Support	Dependencies	Status
<b>Employee Survey:</b> identify and follow-through on initiatives in response to 2009 findings to improve employee satisfaction	All			<p>✔ ITS - Plans completed in July: tools, toolkits, teams, etc.</p> <p>HR - all employee meetings held last year; action plans developed and monitoring is on going</p> <p>IAIC-staff meetings held to discuss survey results; action plans developed and implemented</p> <p>ORA - meetings held, plans in progress</p> <p>CO - Action plans developed, CO communication plan implemented, teambuilding events underway, employee recognition program under development, all to be complete by year end.</p>
Implement Salary Planning application and deploy to campus for FY 2011 Salary Cycle	HR, AS			<p>✔ Application has been deployed and is being used for FY 2011 salary planning</p>
Enhance and extend deployment of PeopleSoft ePerformance Management to other units	HR	AS	Approval of HR staffing request	<p>✔ Enhanced version has been released and is being used by BA and HR. 100% of BA/HR employees will get ePerformance review as precondition for salary increase. Several additional units have expressed interest in using the tool, and FY 2011 funding was approved to support extending it to others.</p>

**2. Transform administrative processes, systems and infrastructure throughout the University so that people can spend more time on value-added activities**



<b>Principal Initiative</b>	<b>Lead</b>	<b>Support</b>	<b>Dependencies</b>	<b>Status</b>
Deliver initial modules of SeRA project, including SU-42, account set-up, sub-awards and SPIDER replacement, delighting clients	ORA, AS			<p>✔ Initial module (PDRF replacement for SU-42) delivered in January and delighted clients;</p> <p>⚠ Overall, project is taking longer to implement than initially planned. Team was not fully staffed until early 2010. Second module (SPIDER replacement) has requirements completed and is currently in development with deployment scheduled for November.</p>
Manage Oracle R12 Version Upgrade ensuring minimal negative impact and keeping project on track for October 2010 completion	AS, CO, ORA, P&C			<p>➕ Project is on track for completion in October. Currently in User Acceptance Testing phase.</p>
Evangelize use of Buy-Pay Support Center (BPSC) and SmartMart to ensure widespread adoption and client satisfaction. SmartMart: Process 25% of all purchasing transactions and 50% of invoices BPSC: Achieve target response time and client satisfaction targets; Use BPSC root-cause analytics to identify process improvement and/or training initiatives	CO, P&C			<p>✔ BPSC and SmartMart presented to cabinet. BPSC metrics being monitored and root cause issues being identified. Electronic invoicing, target response time and client satisfaction targets being met. System changes well underway to resolve largest issues. Process improvements based on customer feedback and metrics continues. For FY 2010 YTD, 23% of all purchasing transactions and 54% of all invoices processed through SmartMart</p>

<p>Expand usage of CMS and FFIT through continuing evangelism, training, data cleanup and minor enhancements</p>	<p>CO, ORA, AS</p>		<p>⚠ FFIT was rolled out to several additional units and enhanced to include CMS data (went live Feb 23). Extensive CMS training and evangelism provided to multiple schools. System support, training &amp; communications transitioned from ORA to CO. Process of data cleanup, one department at a time has slowed rollout of FFIT, but is progressing. Overall adoption and usage of CMS is less than anticipated.</p>
<p>Converged Voice/Data Communication Service (VOIP): complete Year 1 service roll out and transition of 3000 incremental phone numbers to the new model.</p>	<p>ITS</p>		<p>✅ Schools committed to Converged model : H&amp;S, Engineering, Law, GSB, Athletics, R&amp;DE &amp; SULAIR. Implementation has been slow due to schools wanting to implement in slow &amp; painstaking ways. Current forecast for yearend is 2600 numbers. H&amp;S will move to new billing model at year end.</p>
<p>Implement a new Service Catalog providing clients with a standard, understandable menu of all services provided by IT Services, including an easy-to-use web-based front end for placing orders.</p>	<p>ITS</p>		<p>✅ Service catalogue is implemented; all services now well defined. Web-based pilot for ordering has been changed to accommodate effort in getting the SHC business, and the pilot will be SHC.</p>
<p>Implement Document Management and Imaging Solutions including: 1) Registrar's Office (electronic student</p>	<p>AS, CO, ORA, P&amp;C</p>		<p>✅ Implementation is progressing on multiple fronts. Registrar's Office and Student Financial Services complete; Purchase orders complete</p>




documents); 2) Purchasing Contracts; 3) Sponsored Research Awards; and 4) Fund Accounting (gift documents)				and contracts in process; OSR has organized research files and scanning underway; Fund Accounting gift documents scanning underway. Capital Accounting to start after fund accounting.
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**3. Deliver accurate, timely and useful information to support decision-making**

<b>Principal Initiative</b>	<b>Lead</b>	<b>Support</b>	<b>Dependencies</b>	<b>Status</b>
Complete comprehensive Business Affairs Client Survey and use results to prioritize new initiatives	BDP	All		<p>✔ Survey completed and results reported to individual managers; Summary article placed in Stanford Report with link to full survey results. Units are using results to prioritize future initiatives, with plans to repeat survey on regular basis.</p>
Metrics - each group to select handful of metrics to measure performance and publish to clients	All			<p>✔ ITS - Stage 1 is complete with published metrics. Stage 2 is set to complete by Aug 1st. AS - Live metrics are published on AS web page and additional metrics are shared with business users every month. IAIC - Metrics established and published ORA - Internal discussions of metrics held with agreement reached, data not yet published but will be by fiscal year end. CO - All departments have implemented metrics. CO will publish appropriate metrics on FinGate by the end of the fiscal year. ISO - metrics completed;</p>

				will be published on an internal website.
Expand current EDW to include student data	AS	Registrar's Office		 EDW now includes all major components of University data including student data. Project currently underway with expanded scope of implementing Fusion Intelligence (Management dashboards for Campus solutions).
Implement Oracle's BIEE+, create Business Intelligence Competency Center and pilot operations dashboard	AS	BABF, ORA	Budget Office, Decision Support, Registrar	 OBIEE+ infrastructure implementation complete with LBRE being first customer with EAM. BICC charter approved and initial group setup. Pilot for research data complete.

#### 4. Create a comprehensive and balanced approach to university-wide risk management

Principal Initiative	Lead	Support	Dependencies	Status
Implement updated enterprise risk management process	IAIC	CFO		 Updated ERM process presented to Cabinet and Trustee Audit Committee. ICC used to update Enterprise Risk Assessment in May. Cabinet will be principal forum for Enterprise Risk Assessment and Management beginning FY 2011.
Complete the new IRS Form 990 accurately and timely for the University. Educate key users of the document.	CO		OGC	 Draft 990 completed and circulated to Trustee Audit Committee for review. Meetings held to address key issues involving Conflict of Interest and Executive Compensation.
Partner with OOD to improve documentation and	CO		OOD	 Initial meetings held with OOD. Partnered on educational meetings with

accounting for gifts and endowment funds				OOD for LPCH and LPFCH. Success will be determined in part based on FY 2010 financial close.
Finalize the financial roles and responsibilities for both central departments and distributed schools and departments. Effectively roll out to the University community.	CO, ORA			✔ Roles and responsibilities finalized (after vetting with Associate Deans and ICCC) and discussed with school administrators across the University.
Work with campus to train research administrators to properly manage projects (finances, allowability, terms and conditions) throughout the life of the project.	ORA			✚ Training materials have been developed and tested with small groups of research administrators; initial training of new ERA team scheduled for next week

## 5. Promote the long term financial health of the University

Principal Initiative	Lead	Support	Dependencies	Status
Develop and Implement at least 3 Strategic Sourcing Initiatives to reduce total cost of ownership for purchased goods or services	P&C		Client groups	✖ Initiative cancelled after departure of Director of Purchasing & Contracts
Advance Research Computing Facility from "Forecast" to "In Design" status and complete Forsythe Phase 2 expansion	ITS		DoR, LBRE	✔ Phase 2 of Forsythe completed and already 1/3 filled. Funding for Forsythe Phase III approved as pilot for Research Computing Facility and already in design. Funding for design of full scale RCF also approved.