






2011 Principal Indicatives and Accomplishments

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

Principal Initiative	Lead	Support	Dependencies	Status
Employee Engagement: Complete Employee Survey in autumn 2010; review results within each workgroup and develop initiatives in response to findings	HR	All		✔ Survey completed, results thoroughly reviewed and initiatives developed.
Performance Management: 1) further enhance ePerformance to address shortcomings; 2) encourage other Stanford units to provide comprehensive performance reviews using ePerformance; 3) identify other initiatives to improve performance management process	HR	AS		✔ ePerformance enhanced and usage extended to ~4,000 employees.
Healthcare Benefits: Explore feasibility of alternative employee healthplans and prepare for rollout in calendar 2012 if appropriate: 1) stronger incentives for participants to improve their own health and select most cost-effective treatments; 2) accountable care plan that better drives participants to more cost-effective treatments	HR, CFO		CFSHR	⊕ New health plans on track for roll-out in 2012, including: 1) replacing 2 HMOs with self-insured EPO; 2) integrating BeWell; and 3) A-ICU

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

Principal Initiative	Lead	Support	Dependencies	Status
Research Administration Efficiency: Deploy Module 2 of SeRA (SPIDERS replacement) and	ORA, AS		Module 2: November	⊕ Module 2 deployed in OSR and RMG; clinical trials due in August; Module 3 requirements complete in July ⚠ Requirements for

complete requirements for next 2 modules				Modules 4 in process, likely completion in fall
Research Administration Efficiency: Redesign and document all internal OSR processes affected by the SeRA modules being implemented this year.	ORA			 OSR processes redesigned for Module 2
Research Administration Efficiency: Enhance STARS capabilities to support compliance training by enabling training administrators to enroll learners and monitor completion; Improve STARS satisfaction among key stakeholders through enhancements, support, training and hugs	IAIC, AS			 Numerous enhancements completed and more in the queue; satisfaction improved in some quarters, but other key stakeholders remain skeptical
Research Administration Efficiency: Research Portals: 1) Rollout research data dashboard (BICC); 2) Complete specifications and mock-up of faculty research portal with weblinks to various resources and applications	AS, ORA		IRDA	 BICC research dashboard rolled out successfully; needs to be updated with SeRA data.  Faculty research portal deferred to 2011-12
Purchasing Efficiency: Implement Oracle eSourcing Module	FMS, AS		SGG approval	 Project charter approved in April with completion scheduled for Jan 2012. Much work has been undertaken in advance of the systems implementation: Reorganization and staffing of Purchasing organization, supplier

				database cleanup, process redesign.
Purchasing Efficiency: Evangelize and expand use of SmartMart to ensure widespread adoption and client satisfaction - Process 30% of all purchasing transactions and 60% of invoices	FMS			<ul style="list-style-type: none"> ✔ Achieved 33% of purchasing transactions ✖ Invoices dropped slightly from 53% last year to 52% ~ 20 new suppliers added to SmartMart. Fisher Scientific contract negotiated with very favorable terms!
IT Efficiency: Implement a system that will allow schools and departments to allocate costs from the VOIP communications charges	AS/ITS	CO, ORA		<ul style="list-style-type: none"> ⚠ All units except SoM agreed to single central bill, obviating need for new system; System for SoM in early design phase
IT Efficiency: Complete Year 2 service roll out of converged voice/data communication service (VOIP) with simplified billing and transition 4,500 incremental phone numbers to the new model.	ITS			<ul style="list-style-type: none"> ✔ More than 5,000 phone numbers converted year-to-date
IT Efficiency: Implement the new policy that is approved on cell phone reimbursement, driving lower overall costs to the University	ITS			<ul style="list-style-type: none"> ⊕ Policy completed and in process of being communicated; effective date for new policy is 9/1.
Financial Management Efficiency: Standardize and upgrade account management process, including setup, maintenance, close-out and review: 1. Incorporate endowment and expendable gifts, research grants	FMS/ORA	AS		<ul style="list-style-type: none"> ✔ c. All endowment and gift documents have been scanned (>1M documents) ⚠ a., b., d. Multi-year Project is underway with charter approved; subsumes Module 3 of SeRA project; gift transmittal process inserted as first phase of expanded project (Went

<p>and other account types</p> <p>2. Merge/link with ePTA application and apply appropriate authority for document access by those throughout the institution</p> <p>3. Integrate virtual/digital documents, utilizing common technology</p> <p>4. Identify other departments/units who could benefit (discovery)</p>				live July 5th with limited users).
<p>Financial Management Efficiency: Complete Oracle R12 Version Upgrade ensuring minimal negative impact</p>	AS, FMS, ORA		LBRE, SOM	<p>✔ Upgrade completed with relatively few hiccups; significant number of issues remain to be addressed</p>

Department-level initiatives

Principal Initiative	Lead	Support	Dependencies	Status
<p>Evaluate and implement pilot of Multi-org solution in Oracle R-12</p> <p>a. Global Operations (Conduct discovery of Oracle multi-legal entity functionality to support foreign operations (initially, China))</p> <p>b. SLAC (conduct discovery)</p> <p>c. Identify feasibility of other Stanford business entities</p>	FMS	AS		<p>⊕ Discovery project completed; multi-org implementation determined not feasible for foreign ops due to major technical issues relating to original implementation design decisions, including chart of accounts.</p>
<p>Complete Phase II of CADMS project and develop and implement new functionality to</p>	FMS	AS		<p>✔ CADMS 2a completed, including OBIEE dashboard-style reporting</p>

Principal Initiative	Lead	Support	Dependencies	Status
facilitate private use/tax compliance and automation of bond information required in the new form 990.				for capital projects; Charter for CADMS 2b approved and on schedule to be completed next fiscal year.
Partner with SLAC to create a strategic road map/plan for its enterprise computing system needs	FMS/AS		SLAC	🟡 SLAC evaluation in process with decision expected in July or August
Complete discovery for native mobile interfaces for enterprise applications - e.g., expense tracking, time and leave tracking, transaction approvals	AS	FMS		🟡 Mobile interface for time and leave expected to be introduced this summer; other interfaces deferred
Initiate Furniture Reutilization Pilot Program. Includes developing supporting processes, operational procedures, collaborations and partnerships with key Project Management and Facilities personnel.	ORA		LBRE	🟢 Program successful with substantial reuse of furniture from Terman and Ginzton
Deploy an easy to use web-based front end for placing and managing communication orders. Automate some request fulfillment processes.	ITS			🟡 Developed for some services and deployed for hospital use; new version using Oracle back end to be developed next year

3. Deliver accurate, timely and useful information to support decision-making

Principal Initiative	Lead	Support	Dependencies	Status
Management Reporting: Deploy initial BICC dashboards for research data and HR data	AS, ORA, HR			🟢 Research dashboard completed; 🔴 HR dashboard in process with anticipated completion fall 2011
Financial Management and Reporting: Create roadmap for improvement of Campus Financial Management capability, with initial focus on: a. Roll out CMS/FFIT functionality in SOM b. Align financial training	FMS	ORA, AS		🟢 Roadmap created in partnership with campus financial leaders; FFIT users more than doubled (although roll-out throughout SoM and H&S is still going slowly); financial training realigned and courses

<p>curriculum with financial management road map with initial focus on revamping most needed modules</p> <p>c. Develop central marketing function to support the value proposition of FMS projects/processes and manage ongoing marketing projects based on improved analytics</p> <p>d. Coordinate reporting projects with BICC to increase campus access to management reporting, including executive dashboards, e.g. on spend visibility and receipts, leveraging OBIEE+</p>				<p>updated; central marketing function scoped and plans for BICC reporting identified (OBIEE used for CADMS reporting)</p>
<p>Financial Management and Reporting: Improve accounting and management processes for expendable funds (EFP and EIFP) so that fund balances better match investment assets. Evaluate endowment income allocation/payout/shortfall processes and improve the process with respect to transparency, predictability, and consistency between fund accounting and cash management</p>	<p>FMS, CFO</p>		<p>System implementation, consulting resource</p>	<p>✔ Improved accounting and management processes for EFP and EIFP;</p> <p>✘ Review of endowment payout process deferred to next year</p>
<p>Financial Management and Reporting: Develop a cash forecasting model/methodology to project the University's operating liquidity needs and optimize investment returns.</p> <p>a. Expand usage of Cash Management module</p>	<p>FMS</p>	<p>AS, ORA</p>		<p>⚠ Project charter approved with parts b and c underway; expected completion in 2012. Cash management module implemented on July 1st.</p>

b. Categorization of cash flows (AP/AR/Payroll) and track sources				
c. Develop processes to forecast operating liquidity				

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

Principal Initiative	Lead	Support	Dependencies	Status
Enterprise Risk Management: Implement updated enterprise risk management process with University Cabinet	IAIC	CFO		✔ Cabinet enterprise risk assessment and specific review of 3 major risks completed; Earthquake; Global Activities; and Student Health & Well-being
Enterprise Risk Management: Coordinate Cabinet and Trustee discussions on earthquake risk and mitigations, including assessment of financial reserve capacity to support business recovery and repairs	CFO	RM, FMS	EHS, Faculty	✔ Comprehensive review and discussion with both Cabinet and full Board of Trustees
Protecting Online Identity: Strengthen and communicate the AGM policy prohibiting the sharing of one's online identity [SUNet account].	BDP, ISO			✔ Policy revised to clarify prohibition on sharing online identity; policy communicated through annual information security letter and posters
Protecting Online Identity: Identify policies and capabilities for authority delegation across systems. Assess opportunities for additional delegation capability and implement where appropriate. Educate faculty and managers on when they are ALLOWED and HOW to delegate signature authority.	FMS, AS	ORA, ITS		✖ Approval limits within Oracle were aligned with legal delegation letters and authority monitoring was improved. However, aspects of authority associated with online identity management were not addressed this year
Protecting Online Identity: Research additional level of secure authentication (2 factor); identify and test pilot solution.	ITS/AS	ISO		⊕ Solution under development; expect test pilot by end of August
Information Security: Implement managed security for Stanford's predominant mobile devices. Determine which are the predominant devices, research	ISO/ITS			⊕ Solution under development; initial deployment anticipated by end of August

and recommend industry best practices security settings for them and implement a solution to manage and audit these settings.				
<p>Global Activities: Improve awareness and management of risks relating to global program activities</p> <p>a. Develop & implement policy framework to support global mobility.</p> <p>b. Improve visibility into planned foreign activities to enable more proactive support for in-country structuring options/operations, either via enhancements to the Global Activities Registry and/or integration with ePTA. (Leverage SeRA)</p> <p>c. Improve global emergency management by implementing Travel Tracker module, implementing global emergency management protocols and communicating benefits of i-SoS.</p> <p>d. Leverage financial systems to enable improved tracking of foreign transactions; initially by implementing process/Oracle system changes to provide tracking & reporting of foreign expenditures in P2P (transactions) modules</p>	FMS	RM		<p>✔ Global risks discussed with Cabinet and Trustee Audit Committee; Travel Tracker module rolled out; project initiated to improve tracking of foreign transactions in Oracle. Foreign Activities Registry simplified, and major outreach effort to update Registry. SeRA data integrated with Foreign Activities Registry</p>

Department-level initiatives

Principal Initiative	Lead	Support	Dependencies	Status
Develop an effective quality assurance function, including post-transaction audit capability	FMS, IAIC			❌ Deferred
Design and implement NET DB-SPARC and/or Sunflower interface to facilitate visibility of sensitive asset information	ORA, ITS			✔ Complete
Create and deliver a computer security awareness campaign.	ISO			✔ Complete

5. Continuously improve faculty, staff, student and other clients' satisfaction with administrative services

Principal Initiative	Lead	Support	Dependencies	Status
Client Accountability: Create Business Affairs / Administrative Services Web Site that conforms more with University Design, and includes vision and strategic goals and initiatives, with links to metrics, survey results, and pointing to other Administrative Services/ Business Affairs Websites, including ITS, AS, Fin Gateway, etc.	BAFF	CFO		➖ Project initiated, but most effort deferred to next year; Charter expanded to create single central website for all "Administration at Stanford"
Client Accountability: Maintain published metrics for each BA organization	All			✔ Metrics maintained and published by most BA units
Client Satisfaction: Develop and complete annual client satisfaction survey for research administration	ORA	BDP		➖ Deferred to next year
Client Satisfaction: Improve client satisfaction with financial services, using annual client survey as measurement tool, including P2P, payroll and reporting	FG	BDP		➕ Survey developed; scheduled for deployment in July (FMS launched July 11)
Client Satisfaction: Utilize IT Services client satisfaction survey for continuous improvement	ITS			✔ Annual survey completed showing improvement in satisfaction and highlighting opportunities for further improvement

Department-level initiatives

Principal Initiative	Lead	Support	Dependencies	Status
Research Computing: complete design and permitting of Forsythe Phase III (complete construction 2012)		ITS		✔ Design and permitting completed
Research Computing: Complete the Design Phase of SRCF as approved		ITS		⚠ Concept and site approved by Trustees; design underway
Collaboration Services: Complete RFP process for cloud-based collaboration services (email, calendar, desktop)		ITS		✔ RFP process completed; contract terms negotiated with Google; initial

Principal Initiative	Lead Support Dependencies	Status
<p>applications) and vendor selection with broad community input</p>		<p>deployment for GSB scheduled for summer; need for HIPAA compliant solution means we'll have 2 collaboration systems for an interim period</p>
<p>Client Support: Evaluate and improve central office customer support models.</p> <p>a. Evaluate customer service content for tiered delivery model.</p> <p>b. Migrate appropriate content to tier 1 service group (BPSC) in phased approach (e.g., Chart of Accounts, Payroll/Labor, Tax, CMS/FFIT, ePTA)</p> <p>c. Establish customer support processes and standards for tier 2 and 3 escalation.</p>	FMS	<p>🟡 Good progress in identifying additional candidate processes to participate in tiered delivery model, but content migration deferred to next year</p>
<p>Client Support: Consolidate, enhance, and update student online billing services that may include redesign of the electronic student bill, student refund and stipend process handling, online payments, cashiering interface to PeopleSoft, etc.</p>	FMS	<p>🟡 Project underway, but conversion to new system currently scheduled for Fall 2011.</p>