







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

Principal Initiative	Lead	Support	Dependencies	Status
<p>HR Strategic Plan: a) Update and prioritize strategic plan, with initiatives staged over multiple years; detailed funding and staffing requirements for each initiative; prioritization as guided by HR leadership, UMG and other constituents. Proposals for FY 2014 initiatives managed through annual Budget Group process.</p> <p>b) Implement/Achieve key milestones for top 2-3 priorities from Strategic Plan, to be designated by DAJ early autumn 2012; current placeholders include:</p> <ol style="list-style-type: none"> 1. Manager Academy - Launch Manager Academy and graduate initial cohorts 2. Taleo: Implement Taleo for talent management campus-wide and performance management on a pilot basis (~800 users) 3. Learning Management: Achieve milestones set forth in project charters for for "Profile Management" Discovery project & "Improve User Experience - Discovery" project 	a), b1) & b2) HR b3) HR, AS	a) CFO		 Completed  Completed  Completed  Completed  Completed

Department/Secondary Initiatives

Principal Initiative	Lead	Support	Dependencies	Status
<p>International Employees: Partner with Co-Service Providers to develop & implement policy services framework to support international employees and hiring.</p> <p>a) Starting with Benefit offerings,</p>	FMS HR		BOSP	 Completed

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<p>localize compensation frameworks b) Centralize international payrolls and mitigate payroll related compliance matters d) Review international independent contractors and evaluate alternative payment mechanisms</p>				<p>✔ Completed ✔ Completed</p>
<p>Business Affairs Facilities: Work with LBRE on Business Affairs facility moves and facilities planning: 1) Complete OSR un-stuffing from Godzilla to Bambi, Move of SeRA team from Mitchell Earth Sciences to Godzilla, and Risk Management move to Juniper 2) Complete ITS and HR Training Facilities programming, construction, and moves to Birch and Poplar 3) Complete relocation of Procurement move to 3145 Porter, Los Trancos 4) Plan and Program facilities at 3160 Porter, set move date and coordinate move of OSR 5) As part of the Porter Facilities Management role, work with LBRE to assist R&DE with their move to Los Trancos 6) Participate in the ITS space master planning project and any resulting facilities planning projects</p>	BAFF	All		<p>✔ Completed ✔ Completed ✔ Completed ✔ Completed</p>
<p>Healthcare Benefits: Increase BeWell participation in completing wellness assessment to ___% in 2012 - DAJ to Refine</p>	HR, CFO			

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
<p>Research Administration Transformation: Achieve major SeRA implementation milestones:</p> <p>a) Maintenance Releases - Clear out the majority of backlog issues through a series of maintenance releases (4.1,4.1.1, 4.2, 4.3 and 4.4).</p> <p>b) Module 3 (PTA Manager for Sponsored Accounts) - Complete roll-out including all functionality;</p> <p>c) Module 5 (Award Close-outs) - Complete process mapping, requirements and begin development</p>	<p>OSR, AS</p>	<p>b) FMS d) RFCS</p>		<p>✔ Completed</p> <p>✔ Completed</p> <p>✔ Completed</p>
<p>Procurement Transformation: Create a best-in-class purchasing and payment operations and strategic sourcing infrastructures through process re-engineering, staffing skills assessment and reorganization and supporting systems implementations.</p> <p>Focus this year on payment solutions:</p> <p>a) Roll out i-Expense pilot to DAPER community</p> <p>b) Evaluate and identify solutions for non reimbursement transactions (non-employee/student reimbursement, non PO payments).</p> <p>c) Develop plan for campus rollout of iExpense and other non-reimbursement transactions and begin implementation, as appropriate.</p> <p>d) Conduct PCI Program gap analysis</p> <p>e) Develop a strategic plan for ecommerce activities</p> <p>f) Conduct training on payment processing</p>	<p>FMS, AS</p>			<p>✔ Completed</p> <p>✔ Completed</p>
<p>Graduate Aid Management: With the School of Humanities and Sciences, design effective and integrated graduate aid tracking, budgeting and forecasting</p>	<p>FMS</p>			

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<p>processes and develop an integrated system and related tools that would support these grad aid activities throughout the year</p> <p>a) Identify application developer (internal or external)</p> <p>b) Develop and test application</p> <p>c) Complete audience assessment and skills fit/gap.</p> <p>d) Explore additional phase to adapt to other schools</p> <p>e) Develop communications and training materials</p>				<p>✔ Completed</p>
<p>IT Efficiency: Leverage Oracle EAM for Service Center ordering, tracking and billing</p> <p>a) Complete Phase I : Converged Communications for IT Services</p> <p>b) Complete Phase II Services in Order IT System</p>	ITS, AS			<p>✔ Completed</p>
<p>Core Facilities Project: Complete implementation of new system for 8 initial service centers as per project charter</p>	RFCS, AS	SOM		<p>✔ Completed</p>

Department/Secondary Initiatives

Principal Initiative	Lead	Support	Dependencies	Status
<p>Research Administration Efficiency: Roll-out initial version of Research@Stanford website</p>	DoR	OSR, RFCS	DoR leadership	<p>✔ Completed</p>
<p>Financial Enterprise System: Revisit architecture of Stanford's Oracle Financials implementation, including which modules are used for different functionality; establish road map for next 2-3 years</p>	FMS, AS	RFCS, OSR		
<p>Financial Management Efficiency: Achieve major PTA Manager project milestones to standardize and upgrade account management process, including account setup, maintenance, and review: (PTA Setup for Sponsored funds and integrate Sponsored and N/S funds</p>	AS, FMS			

with SERA Module 3 included in IIA above) a) Incorporate global and budget attributes, historical reporting and merge with PTA maintenance module				
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3. Deliver accurate, timely and useful information to support decision-making

Principal Initiative	Lead	Support	Dependencies	Status
<p>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)</p> <p>a) Complete Phase 1: analyze, design and convert full cycle reporting for the labor business function; April 30 deliverable is completion of ad hoc reporting capability</p> <p>b) Build roadmap for financial management reporting which includes converting the remaining RM3 report categories as well as the rationalizing and/or consolidating other reporting tools (FFIT) and sources (CMS, CADMS, PTA Manager, etc.)</p>	FMS, AS, OSR, RFCS			<p>✔ Completed</p> <p>✔ Completed</p>
<p>Endowment Payout: Complete design of revised endowment income allocation/payout/shortfall processes to improve the process with respect to transparency, predictability, and consistency between fund accounting and cash management; develop and gain approval for project charter; target implementation for beginning of FY 2014, including distributed user reporting; April 30 milestone per charter is 80% completion of SIT phase</p>	FMS, DFO, AS	UBO Schools		✔ Completed

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

Principal Initiative	Lead	Support	Dependencies	Status
<p>Payroll Distribution Reporting: Address NSF and ONR audits on effort reporting</p> <p>a) Respond to specific audit concerns</p> <p>b) Provide expanded closeout reporting required by ONR for DoD and NASA contracts</p> <p>c) Create a report and process that knowledgeable individuals to certify 100% payroll distribution of each employee involved in sponsored research activities – April 30 deliverable is to complete requirements and begin development with for final implementation in CQ1 2014</p>	<p>a)RFCS, DoR</p> <p>b)OSR</p> <p>c)RFCS, AS, OSR</p>	c)FMS	DoR, OGC and Federal agencies	<p>✔ Completed</p> <p>✔ Completed</p>
<p>Institutional Compliance & Ethics: Implement improvements to the Institutional Compliance and Ethics Program, including:</p> <p>a) Implement new governance structure, specifically the Institutional Compliance and Ethics Steering Committee</p> <p>b) Implement new investigation procedures and update Admin Guide 15.4, Financial Irregularities</p> <p>c) Increase awareness through updating the Compliance website and preparing and distributing other materials</p> <p>d) Assess effectiveness of 2-3 specific compliance programs, identify gaps, and develop improvement plan</p>	IAIC	OGC HR		<p>✔ Completed</p>
<p>SLAC Contract: Complete and sign new management contract between Stanford and Department of Energy</p>	RFCS, FMS, OSR	CFO	DoE, OGC, SLAC management	<p>✔ Completed</p>
<p>Campus-wide Encryption:</p> <p>a) Support encryption of all SOM laptops with access to PHI</p> <p>b) Complete evaluation of Ariwatch and other mobile encryption solutions</p> <p>c) Complete charter for Business Affairs encryption implementation (This is the pilot for the campus-wide encryption project)</p>	ITS	ISO	SoM	<p>✔ Completed</p> <p>✔ Completed</p> <p>✔ Completed</p>

Department/Secondary Initiatives

Principal Initiative	Lead	Support	Dependencies	Status
<p>International Travel Information Security: (A team from ISO, ITS, and AS will define this scope by August 31st). Begin to address unique information security threats associated with international travel and operations</p> <p>a) Assess and document specific threats b) Review and update guidance and communicate same c) Research and provide secure network alternatives for international operations such as SCPKU d) Research and provide secure short-term travel [endpoint] solutions e) Develop funding requirements for a) through d)</p>	<p>a)ISO b)ISO c)ISO, ITS d)ISO, ITS e)ISO, ITS, AS</p>			
<p>Enterprise Risk Management: Continue enterprise risk management process with Cabinet and Trustees:</p> <p>a) Update prioritized list of enterprise risks with University Cabinet b) Coordinate 4 additional risk discussions with University Cabinet: May 17 - Dealing with Situations (Zumwalt); Employee Healthcare Expenses (Livingston) Sept - Government Regulation (Arvin) Jan – Sequestration (Livingston, et al) Mar – Online Technology (Mitchell) c) Update Charter for Trustee Committee on Audit and Compliance to reflect responsibilities for oversight of risk management</p>	<p>IAIC, CFO</p>			<p>✔ Completed</p>
<p>Disclosure Statement: Review and update as appropriate</p>	<p>RFCS</p>			
<p>SLAC: Review research administrative process and recommend modifications as necessary.</p>	<p>RFCS, OSR</p>		<p>OTL</p>	
<p>Global: Corporate Structuring,</p>	<p>FMS</p>			

<p>Governance & Compliance - Improve awareness and management of risks relating to global program activities by coordinating infrastructure and service offerings with co-service providers:</p> <ul style="list-style-type: none"> a) Establish governance committee for Stanford University Global LLC b) Complete establishment of China WFOE and operationalize support c) Provide structuring support to GSB SEED pillars and foreign "consulate" offices d) Develop a schedule for review of BOSP foreign centers e) Partner with OGC to implement central entities database using virtual document library 				<p>✔ Completed</p>
<p>IT Risk Management: Obtain design approval for Northwest Data Center and Communication Hub which includes critical systems data center and the remote operator facility</p>	ITS	BAFF, CFO	LBRE	<p>✔ Completed</p>
<p>Facilities Planning: Develop a Master Space Plan for ITS that includes both people and infrastructure planning</p>	ITS	BAFF	LBRE	<p>✔ Completed</p>

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

Principal Initiative	Lead	Support	Dependencies	Status
<p>ERP User Experience: Substantially enhance the user experience for student users of Peoplesoft/Axess – This will be a multiphase initiative owing to the large extent of functionality in Axess and impact to the student community. By April 2013, we will:</p> <ul style="list-style-type: none"> a) Engage a partner to assist with user experience, design and information architecture of Axess b) Conduct outreach to representative Student groups to solicit feedback on design and usability studies 	AS		VPSA	<p>✔ Completed</p>

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c) Complete wire frames and at least 2 designs for future implementation The actual implementation of new use experience will be done as Phase 2 after April 2013				
Research Computing: a) Open RCF@Forsythe to faculty b) Hire Director of Computational Research c) Launch program forward with faculty, and get several large clusters installed and operational	ITS	LBRE, SLAC		✔ Completed
Guest Networking: Implement a wireless guest network for Stanford	ITS			✔ Completed

Department/Secondary Initiatives

Principal Initiative	Lead	Support	Dependencies	Status
Client Satisfaction Survey Response (HR): Implement response in relation to findings of client satisfaction survey conducted in FY '12	HR			
Resource institutional initiatives and presentations: a) Financing plan for SESI and PV plant RFP and financing structures b) SOM debt capacity c) BOT/University cabinet presentations d) Benefits presentation	CFO, FMS			