

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

Principal Initiative	Lead	Support	Status
Talent Management: In order to further the development of Business Affairs' top talent, we will assign "high potential" individuals (from outside of project owning departments) to a minimum of one half of the BA principle initiatives with mentoring and assessment from project leaders	HR	CFO	✔ Completed

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	Status
<p>Research Administration Transformation: Achieve major SeRA implementation milestones:</p> <ul style="list-style-type: none"> a. Maintenance Releases – Address user issues through enhancements in future releases. Top priorities include: <ul style="list-style-type: none"> i. Other Stanford faculty page for DOR and RMG, including ability to request approval and COI from faculty concurrently ii. Adding and dropping personnel (RMG, OSR and DOR top enhancement) iii. Attachment improvements iv. Create dashboard page to access multiple SeRA modules; General changes to terms and conditions v. Upgrading APEX tool and hardware stack b. Module 4 (Subawards) – Complete development and roll out c. Module 5 (Award Closeouts and Reporting) development and roll out d. SeRA Reporting – Create ad hoc reporting environment in BICC based on client survey and requirements e. SeRA Phase 2 – Complete vision exercises, proposed roadmap and budget 	OSR, AS		<ul style="list-style-type: none"> ✔ Completed ✔ Completed ✔ Completed ✔ Completed ✔ Completed
<p>Procure to Pay (P2P) Transformation: Create effective and efficient Procurement and Payment operations that support spend management strategy.</p> <ul style="list-style-type: none"> a. Spend Insight: Attain strategic sourcing insight through spend and budget data. Complete initial and recurring category classification data cleanup (5-years); Implement spend analytics solution; Conduct budget data discovery project to complement spend data analysis, Create relationship management pilot (SoM, GSB, OOD), use spend and budget data to manage demand; and provide sourcing wave map for campus b. Procurement: Continue purchasing optimization. Define requirements, design solution and create implementation plan; implement urgent request process. Continue contracts optimization. Complete future state process mapping, implement and test process changes, determine systems solution, and develop implementation plan c. Payments: iExpense and Payment Solutions; Complete implementation and rollout plan and achieve milestones towards project completion in autumn 2014. Travel & Reimbursements Back Office – Optimize process, reorganize staffing, and refine policies and 	FMS, AS		<ul style="list-style-type: none"> ✔ Completed ✔ Completed ✔ Completed

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procedures. AP Back Office – Reorganize staffing to support new process			
Core Facilities Project: Complete implementation of iLab for 8 additional service centers	RFCS, AS	SOM	✔ Completed

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

Principal Initiative	Lead	Support	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> <ul style="list-style-type: none"> a. Complete Phase 1: rollout payroll and labor management (PLM) ad hoc and structured reports to campus b. Phase 2 (Payments): develop plans, begin implementation and achieve milestones established in project c. Update and refine overall project roadmap 	FMS, AS, OSR, RFCS		<ul style="list-style-type: none"> ✔ Completed ✔ Completed ✔ Completed
<p>Endowment Payout: Complete implementation of revised endowment income allocation/payout/shortfall processes at beginning of FY14 to improve transparency, predictability, and consistency between fund accounting and cash management</p>	FMS, DFO, AS	UBO Schools	

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

Principal Initiative	Lead	Support	Status
<p>Payroll Distribution Reporting: Create a report and process for knowledgeable individuals to certify 100% payroll distribution of each individual involved in Federally sponsored research activities:</p> <ul style="list-style-type: none"> a. Distribute 100% payroll distribution reports beginning July 2013 b. Launch certification process in March or April for completion in May 2014 	<ul style="list-style-type: none"> a)RFCS, DoR b)OSR c)RFCS, AS, OSR 	c)FMS	<ul style="list-style-type: none"> ✔ Completed ✔ Completed
<p>Privacy & Information Security: Improve University’s profile with respect to privacy and information security risks:</p> <ul style="list-style-type: none"> a. Privacy - Hire Director; Establish combined University/School of Medicine Privacy team; Update policies to incorporate HIPAA final rule; and establish and conduct HIPAA training b. Identity Finder – Complete scan of all relevant (~15,000?) campus endpoint computers for SSNs and PCI, and remediate those with more than 500 records found c. Campus-wide Encryption – Propose guidelines, define programs, and initiate solutions leading towards encryption of applicable end-user campus computing d. PCI – Design, build and support a PCI DSS v2.0 compliant payments infrastructure for Stanford merchants that manually process credit card payments using workstations. Create published infrastructure usage requirements and migrate known merchants to that solution e. Cloud Computing – Develop a process to assess privacy and information security risks associated with cloud computing service 	IAIC	OGC HR	<ul style="list-style-type: none"> ✔ Completed Scan Completed; Remediation in progress ✔ Completed ✔ Completed

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providers. Propose acceptable mitigations with providers, and make available to campus			
Global Initiatives: Continue to support growing global activities: <ul style="list-style-type: none"> a. Complete establishment of SEED Ghana operations in preparation for summer 2013 opening b. Operationalize governance committee for Stanford University Global LLC (international "holdco"): staff the committee, perform operational governance functions for new entities, implement decision-making process for assessing risk and thresholds for establishing new entities/registrations c. Implement Phase 1 (Data Gathering) and plan and begin implementation of Phase II (in-country assessment) for BOSP+ Assessment 	FMS		<ul style="list-style-type: none"> ✔ Completed ✔ Completed ✔ Phase 1 Completed
Emergency Communications: <ul style="list-style-type: none"> a. Establish a plan and submit a project charter to enable broadcasting of AlertSU messages to all community members during emergencies despite limited cell and WiFi coverage in some facilities b. Establish a plan and submit a charter to improve the ability of the Stanford homepage and emergency information website to handle heavy website load (due to emergency, Nobel announcement, etc.). Use off-campus (cloud) web servers that can scale with increasing demand to ensure continuity in the case of an event that disrupts on-campus computing 			<ul style="list-style-type: none"> ✔ Completed ✔ Completed

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

Principal Initiative	Lead	Support	Status
Partner with SLAC: <ul style="list-style-type: none"> a. Migrate SLAC employees to University payroll system b. Complete review of SLAC research policies and procedures 			<ul style="list-style-type: none"> ✔ Completed ✔ Completed
Student Payment Alternatives: <ul style="list-style-type: none"> a. Assess alternatives such as monthly payment, advance payment, and parental loan program and determine which are appropriate for Stanford b. Develop plan and achieve milestones towards implementation for 2014-15 academic year 			<ul style="list-style-type: none"> ✔ Completed ✔ Completed
ERP user experience Substantially enhance user experience for Peoplesoft/Axess: <ul style="list-style-type: none"> a. Complete Phase 1 in July 2013 b. Achieve milestones towards Phase 2 implementation in July 2014 			
Research Computing: Open SRCF at SLAC and get several clusters installed and operational			✔ Completed