

PY19 Business Affairs Principal Initiatives Review
2019 Business Affairs Initiatives Retreat

1) Business Affairs in Redwood City 2019

#	Initiative Objective	Status	Notes
A	Change Management & Preparation for Move i. BA Managers and Individual contributors to complete Change Management Training ii. Departments create move planning team responsible for work process changes (local AV guidelines, electronic file storage, etc.); Teams meet monthly with BAFF on progress	Complete	100% of managers completed training. Feedback is that move was the smoothest ever experienced by employees
B	Technical Infrastructure i. Installation and activation of core IT infrastructure and circuits in the RWC ECH: November 2018 ii. Phased installation and activation of wired and wireless networks in SRWC office buildings: March 2019 iii. Assess additional video conferencing needs for BA not funded by the project. Recommend installations, and install by February 2019	Complete	UIT worked diligently with project and change in project managers to see that this was all completed and functional on time

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1) Business Affairs in Redwood City 2019

#	Initiative Objective	Status	Notes
C	Support for employees & BA facilities remaining on main campus <ul style="list-style-type: none">i. UIT Confirm staff that will remain on main campus by Julyii. Meet with UIT groups and understand concerns, issues, etciii. Plan any facilities renovations and consolidation of staff in remaining BA workspacesiv. Develop facilities support model for main campus spaces & Business Center	Complete	Renovations and consolidations in process Denise Ochoa is now responsible for workspace facilities support for all of BA units
D	Move Planning & Execution <ul style="list-style-type: none">i. Complete & update move matrix; iii) Finalize move plansii. Successfully execute staff moves into B3 and B4: February - April 2019	Complete	University Hall BA move complete Cardinal Hall BA moves have begun and will be complete on 5/13

2) Talent Development

#	Initiative Objective	Status	Notes
A	Expand the Talent Development Steering Committee membership to include at least two new members in order to ensure succession of leadership (Steering Committee meets 5 times a year)	Complete	<ul style="list-style-type: none">▪ Added Kevin Tully and Anne Sweeney
B	Operationalize the talent development program , including those programs which the Steering Committee determines are most impactful in developing Business Affairs talent. Steering Committee to determine which of the 3 pilot programs from 2017/2018 will be incorporated into ongoing programs (Summer 2018)	Complete	<ul style="list-style-type: none">▪ 2 of 3 programs have been selected to be ongoing▪ A team (under Megan Miller) is working on operationalizing the TDP program

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2) Talent Development

#	Initiative Objective	Status	Notes
C	<p>Through a volunteer team of TDPs and other thought leaders in Business Affairs, research, select and implement a range of diversity and inclusive tools designed to improve the recruitment and selection of diverse talent to include, but not limited to:</p> <ol style="list-style-type: none"> i. Require director level and above BA searches to utilize a diverse and inclusive search team and offer anti-bias training to all search teams members. Offer this same anti-bias training to any BA hiring team. ii. Create a checklist for hiring managers of diversity and inclusive recruiting best practices iii. Pilot the use of Textio.com within Business Affairs iv. Explore and pilot one or more programs that focus on cultivating a more diverse candidate pipeline, including advancing conversations currently underway with the Year Up and the Goodwill Expandability programs. v. Develop and establish a University-wide Women in IT group. 	Complete	<ul style="list-style-type: none"> ▪ Ongoing discussion, checklist-not yet started ▪ Textio pilot launched-working with IAIS to track ROI ▪ Underway with CIO council ▪ WIT (women in technology group) underway <p style="text-align: right;">(continues)</p>

2) Talent Development

#	Initiative Objective	Status	Notes
D	<p>Expand “Development for All” to include:</p> <ul style="list-style-type: none"> i. Mentoring for All – expand the UIT mentoring program throughout BA ii. Management Learning Series program on “Developing your Staff and Yourself” to include a template for development discussions between manager and employees. With leadership approval, this course would be required for all managers 	Complete	<ul style="list-style-type: none"> ▪ MentorU -successfully launched in January’19 with 33 mentor and mentee participants each ▪ The BA Manager Learning Series delivered 15 sessions on 6 different topics, with a total of 127 attendees
E	<p>Continue and document the process for the following aspects of the program:</p> <ul style="list-style-type: none"> i. Rotational Program with 3 FTE rotating for 1 year each ii. Alignment with Business Affairs needs and APEx and appropriate LRP initiatives iii. Three social/networking events for TDPs iv. Review and update of succession plans for Business Affairs leadership and their key direct reports v. Evaluation and identification of next cohort of Talent Development Participants (TDPs) 	Complete	<ul style="list-style-type: none"> ▪ 3 FTE rotations have been completed ▪ Multiple social/networking events for TDPs ▪ Succession Planning for BA leadership and critical roles done in March ▪ New TDPs identified and enrolled

3) Info Security – File Storage Security

#	Initiative Objective	Status	Notes
A	Procure and begin deployment of Proofpoint Data Loss Prevention (DLP) tool by May 31, 2018	Complete	
B	Complete initial scan of Google, Box, OneDrive, Windows File Systems and AFS; then prioritize remediation by August 30, 2018	Complete	
C	Lock down permissions of (or archive/delete) broadly exposed sensitive files; checkpoint in November 2018 to finalize goal for PY 2019	Complete	Completed lock down in Google Drive, Box, OneDrive, and AFS. Archived 1,333 AFS spaces (of 12K).

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3) Info Security – File Storage Security (continued)

#	Initiative Objective	Status	Notes
D	Establish Google Drive/Google Team Drive as the University's preferred file storage solution for general use; announce to campus by August 30, 2018	Complete	See collabtools.stanford.edu
E	Establish annual information security awareness training video for all employees by October 30, 2018	Complete with Caveats	First version from animator was sub-par. Completed on April 30, 2019. Rolling out to UIT staff first.
F	Develop automated mechanism to notify file owners of broadly exposed files in Google, Box, and OneDrive that appear to be sensitive by December 31, 2018	Complete	Delayed while awaiting needed Proofpoint DLP functionality. Completed on March 12, 2019.

4) ADAPT

#	Initiative Objective	Status	Notes
A	CRM Planned Giving (Production Pilot release): Establish production support model	Complete	Completed, support model in place
B	Data Model and Hub: Define data strategy, data model, and build data hub and service layer	Complete	Strategy, approach and data model completed; Rollout included as Phase 1 go-live
C	CRM for all other central OOD processes and MCD: Complete requirements, design, and development, and enter testing phase	Complete	Requirements, design and development completed; In testing phase; Rollout included as Phase 1 go-live
D	Oracle Gift Processing: Complete requirements, design, and development, and enter testing phase	Complete	Requirements, design and development completed; In testing phase now.
E	DMI (conversion and automated data sync with legacy system): Complete requirements, design, and development, and enter testing phase	Complete	Requirements, design and development completed; In testing phase; Rollout included as Phase 1 go-live

4) ADAPT

#	Initiative Objective	Status	Notes
F	Marketing Automation: Complete requirements, design, and development, and enter testing phase	Complete	Launched ahead of schedule in late April 2019.
G	Web Architecture: Define solution and roadmap for Identity Management, Payments and recommendations, and Content Management System	Complete	Identity Management launched in March 2019; Cybersource will be payment solution; Drupal will be content management framework. Advanced websites will utilize "headless" CMS architecture to serve content.
H	Reporting Solution: Define reporting architecture and roadmap to support decommissioning Post Grads	Complete	Completed Spring 2019
I	Remaining PostGrad Functionality: Complete discovery projects and establish roadmap for all other PG functionality including Events, Volunteering, Clubs, Case Management, Document Management, Document Storage, CRM for SAA, CRM for Development offices in other schools	Complete with Caveats	Discovery projects for requirements completed Fall 2018. Document Management and Storage roadmap in place. CARD will be CRM for SAA and school development offices. Solutions/roadmaps for remaining workstreams to be finalized.

5) Cloud Adoption

#	Initiative Objective	Status	Notes
A	Define roles and responsibilities by July 2018; and fill 2 FTE cloud positions using FY 2019 base funding by September 2018	Complete	1st (non-tech) hired in Aug '18; 2nd (technical) hired in Jan '19,
B	Create document for Business Partners to communicate and share the new service by July 2018; start communicating with clients by August 2018	Complete	Completed on time
C	Partner with FMS to identify current SaaS vendors by July 2018	Complete	Completed on time
D	Complete procurement steps we need to flag/block SaaS purchases by July 2018	Complete	Completed on time; this partnership is working well and we have jointly helped many campus units

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5) Cloud Adoption

#	Initiative Objective	Status	Notes
E	Create process to capture metrics by August 2018 (e.g., # of client requests; # of successful/unsuccessful client requests UIT was involved in; # of client requests documented)	Complete	Completed on time; metrics are available
F	Create talent development options in this space by August 2018	Complete	Angelo Celeri is the rotational assignment to Vendor Management
G	Go live with new service by September 2018	Complete	Completed on time. See service web site here

6) Business Continuity / Disaster Recovery

#	Initiative Objective	Status	Notes
A	Develop remediation plans for systems/applications in top 40% of composite assessment scores from UIT Criticality Assessment Report (Appendix B); remediation may consist of adjustments to recovery objective or service levels, improving technical/operational capabilities, or some combination by December 2018	Complete	“Close-out” report available with full details and participant feedback.
B	Assemble a cross-organizational Business Affairs team; perform a detailed review of the workforce assessment survey results; and make specific recommendations across Business Affairs (as well as unit-specific) to improve Business Affairs’ capability to be able to work remotely or from home if needed by December 2018	Complete	Report available with recommendations and action plan.

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6) Business Continuity / Disaster Recovery

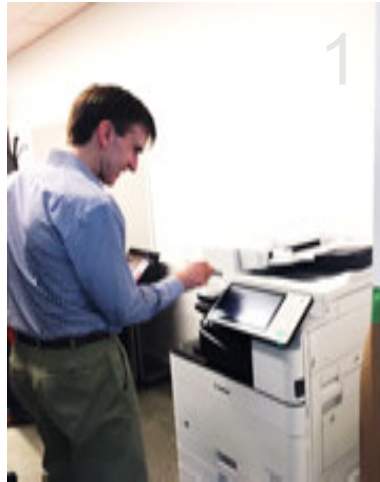
#	Initiative Objective	Status	Notes
C	Update UIT Disaster Recovery (DR) plans in Google Team Drive , prioritized as result of criticality assessment; incorporate testing of plans in regularly-scheduled DR drills of on premise and cloud-based infrastructure by 15 additional DR plans updated by December 2018	Complete	“Close-out” report available with full details and participant feedback.
D	Perform “lite” version of a Business Impact Analysis (BIA) , including continuity plans, across all of Business Affairs to formally define critical functions and recovery targets with 15 additional Business Affairs or UIT workgroups by December 2018	Complete	“Close-out” report available with full details and participant feedback.

7) Cardinal Print

#	Initiative Objective	Status	Notes
A	Complete a managed print services (MPS) proof of concept including technical assessment with selected vendors and identified campus participants (e.g. SoM, DAPER, BA, etc.) – October	Complete	
B	Select a single provider for proof of concept participants and Stanford Redwood City – October	Complete	
C	Execute contract and develop an implementation plan to roll out to proof of concept participants, early adopters and Stanford Redwood City – Nov-Jan	Complete	
D	Develop MPS program framework including funding model options, establish success & operational criteria with reporting to track and monitor criteria - Fall/Winter	Complete	Complete for Redwood City
E	Build a pipeline of new participants –Winter/Spring	Complete	

Cardinal Print RWC – First User

“It’s easy and I love it. The process of printing is three easy and fast steps.” R&DE Staff Member



Randy Approves!!!

8) Authority

#	Initiative Objective	Status	Notes
A	Finalize delegations of authority to University Officers, Deans, Vice Provosts and other positions , as considered necessary	Complete with Caveats	<ul style="list-style-type: none">• Delegation limits have been vetted with the Provost's Office; Delegation Matrix is completed and under review.• Additional outreach is in progress for business units with unique delegation needs
B	Improve and simplify authority infrastructure components (policies, procedures, resources, etc.), socializing with key campus stakeholders and creating ongoing educational tools	Complete	
C	Create repository to allow campus visibility to delegations	Complete	
D	Develop a quality assurance process for authority policy , including ability to identify transactions requiring approval by and/or reporting to the Board of Trustees and senior leadership	Complete	

9) Procure to Pay Vendor Management

#	Initiative Objective	Status	Notes
A	Redesign and document the supplier enablement processes including the process for handling individuals and ongoing vendor management (current and future states)	Complete	
B	Implement Oracle Supplier Qualification Management (SQM) to improve transparency, security and integrity of vendor master data: i. Begin onboarding new suppliers, excluding individuals, using the SQM tool ii. Develop approach to clean vendor master file and begin clean up and migration of existing suppliers/ vendors, excluding individuals, to SQM iii. Integrate SQM and Oracle Financials EBS to support the setup of suppliers and change requests iv. Identify internal reporting requirements for supplier management	Complete	<ul style="list-style-type: none">• SQM went live with new supplier onboarding in April• Vendor data clean up approach is being revised due to low % of responses

10) Tax Cuts and Jobs Act

#	Initiative Objective	Status	Notes
<i>Understand, analyze, plan for and implement the provisions of the Tax Cut and Jobs Act, including:</i>			
A	Excise tax on Investment Income	Complete	Automated system solution target date is Sept 2019
B	Transportation and parking taxes	Complete	Leveraging existing infrastructure and process
C	Tax on certain compensation	Complete	Leveraging existing infrastructure and process
D	UBIT Changes	Complete	Leveraging existing infrastructure and process

11) Campus IT Plan

#	Initiative Objective	Status	Notes
A	In collaboration with CIO Council, publish a new edition of the Campus IT Plan in April 2019 that updates and builds upon the 2018 Plan and identifies forward-looking strategic objectives for IT at Stanford	Complete	Site went live on April 30. See it here .
B	Define one or more initiatives designed to make progress toward achieving the strategic objectives	Complete	Stanford WIT Initiative
C	For at least two of the 10 strategic areas identified in the April 2018 CITP, facilitate a series of IT community workshops by January 2019 to provide additional collaborative and self-organizing opportunities for the IT community across the University	Complete	1. Content and Data Management - Oct 5, 2018 2. Teaching, Learning, and Student Experience - Jan 17, 2019