Over the past year, the Finance Division of Carnegie Mellon University engaged in a strategic planning process to set and align goals and priorities with those of the university, to maintain the highest standards of service, and to ensure the achievement of our goals through measurable standards. Several priority projects were launched as part of the strategic plan, which identify and implement efficiencies across the division and university.

THE FINANCE DIVISION AIMS TO BE AN INDUSTRY LEADER IN INNOVATION, INSTITUTIONAL PRODUCTIVITY AND SUSTAINABILITY.

**POLICIES AND PROCEDURES**
Eliminate redundancies, determine opportunities to streamline processes, mitigate risk, save work hours, reduce overall costs for the university, and provide campus with clear, easy to interpret policies.

**PROJECTED OUTCOMES**
- Current, relevant, and well-circulated policy library.
- Accountability and clear understanding of roles and responsibilities.
- Faculty and staff have knowledge and the freedom to carry out their jobs and make decisions within defined framework.
- Clear strategy for decision-makers on policy issues.
- Professional work environment with equitable and fair treatment.
- Savings on cost and time expended for university compliance efforts.

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**ENTERPRISE CONTENT MANAGEMENT**
Optimize resources, eliminate redundancies, and increase automation and system functionality in the area of content management, space utilization, and process workflows. This project was piloted with Accounts Payable processes for one academic unit.

**OBJECTIVES**
- Increased automation across campus.
- Solution for storing, cataloging and retaining content.
- Improved current systems, policies and processes.
- Increased efficiency while securing access to content.
- Reduced costs tied to paper use and storage.
- Improved customer service through fewer misfiled and lost documents.
- Flexibility to meet changing business needs.
- Supports U.S. Presidential Memorandum that by 12/31/2019, all permanent electronic records in Federal agencies will be in an electronic format and agencies will expect partners to support this effort.

**PILOT OUTCOMES**
- Roughly 3,000 sq. ft. of savings in new building per architect draft. At $100 per square foot, that is $150 million.
- Goal of $75,000 storage savings in the pilot academic unit.
- Non-employee expense reimbursement time decreased from 44 days pre-travel to 14 days post-travel.
- Cycle times expected to decrease by 1/3.
- Elimination of shadow systems, databases.
- Document retrieval capability improvements.
- Duplicate document storage reduction.

**IT COST AND DEVELOPMENT STUDY**
Identify opportunities to better utilize existing central services, to expand local IT services to university-wide enterprise services, and to examine alternatives to current costly IT services.

**PROJECTED OUTCOMES**
- Reduce spend in duplicated services.
- Develop an enterprise-wide application strategy.
- Develop an institutional IT optimization model.
- Develop customer satisfaction surveys to monitor IT as it relates to user needs.
- Reduce duplication of IT services, analyze each unit, and provide utility IT services.
- Deploy one university-wide e-mail system.
- Enhance academic IT services.
- Standardize basic applications and configuration of end user devices.
- Develop a university-wide business applications services organization.
- Optimize IT asset management.
- Promote the sharing of data across the university.

**FUTURE PROJECTS**
CENTER FOR BUSINESS EXCELLENCE
Implement identified best practices and provide business planning support to the division and to the university.

PROCUREMENT
Streamline and improve the CMU’s procurement process to maximize its value to the campus community and realize savings for the university.

FIXED ASSETS
Develop improved processes and systems to accumulate and track fixed asset data in one central location and to use this data to improve efficiencies.

**STRATEGIC PLAN GOALS**
Commit to Excellence

Engage, Partner, and Collaborate

Empower Decision Making with Data

Cultivate, Recognize, and Reward our People

Shape a Culture of Innovation

**BUDGETING & CAPITAL PLANNING PROCESS**
Streamline, standardize, and improve the planning and budgeting process to provide more accurate and timely analysis, modeling, and planning. Identify tool or systems for financial analysis and planning.

**PEOPLE**
- Develop a communication process between units and Budget Office for monthly updates, including regular face-to-face interaction.
- Form a Budgeting Best Practices group comprised of academic, administrative, and Budget Office personnel to foster networking, problem solving, yearly review of the budget process, and advising of senior leaders.

**PROCESS**
- Revise budget cycle calendar for FY16.
- Define a process and system related to funding requests and commitment tracking.
- Create new templates for spreadsheet analysis/exhibits.