Carnegie Mellon University
Finance Division

Fiscal Year 2015 Retrospective

The Finance Division of Carnegie Mellon University (CMU) holds responsibility for vital university functions, both domestically and internationally, including:

- **Financial and Business**: Transaction processing and payments, procurement, compliance, payroll processing, treasury, debt management, tax laws and regulations, financial systems, budget planning, accounting, university internal audit services, and financial reporting and analysis for the university.
- **Computing Services**: Information storage, virtualization, security, disaster recovery and business continuity, and end-user support.
- **Real Estate and Campus Design and Facility Development**: Planning, acquisition of real estate, design, and construction and renovation of university facilities.

In Fiscal Year 2015 (FY15), the Finance Division put into action the goals and priority projects associated with the “Finance Division Strategic Plan 2014 – 2019.” The purpose of the Strategic Plan is to set and align organizational 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.

The goals of the strategic plan are to:

1. Commit to Excellence
2. Engage, Partner, and Collaborate
3. Empower Decision Making with Data
4. Cultivate, Recognize, and Reward Our People
5. Shape a Culture of Innovation

Nine priority projects were identified to support the goals of the strategic plan:

- Reengineer Planning/Budgeting & Capital Planning Process (launched December 2014)
- Enterprise Content Management (ECM) System (launched December 2014)
- Information Technology (IT) Cost/Development Study (launched February 2015)
- Performance Management, Professional Development, and Rewards & Recognition (launched February 2015)
- Policies and Procedures (launched February 2015)
- Business Intelligence and Decision Support (launching in FY16)
- Center for Business Excellence & Lean Process Improvement (launching in FY16)
- Purchasing & Procurement (launching in FY16)
- Fixed Assets System (launching in FY16)

This retrospective documents our important contributions and accomplishments in FY15, which are reflective of the dedication, expertise, and ambition of the division. We extend our gratitude to each member of the division, university leadership and campus partners for their ongoing collaboration, insights, and support.
Commit to Excellence

- Completed FY14 consolidated Financial Statements, A-133 Audit, IAG Audit, and International Financial Statement and Agreed Upon Procedure Audits (No audit adjustments to the university’s internal financial statements).
- Transitioned to an updated and expanded version of the printed “Annual Report” publication.
- Implemented the new Commercial Paper (CP) program.
- Coordinated, managed and attended various review meetings with appropriate agencies to ensure the university received S&P AA- Rating.
- Managed the across campus implementation and training of the revised Uniform Guidance.
- Managed design and construction projects for both owned and leased university properties.
- Managed the National Science Foundation (NSF) audit, which began in October 2014 and is ongoing.
- Developed and executed against 2015 internal audit plan and adjusted audit reviews/timing based upon priority/need.
- Coordinated Internal Audit co-sourcing activities with KPMG, including specialist reviews of Information Security and Construction-related projects, while negotiating services at further discounted rates.
- Created a SharePoint site for tax-exempt bond (TEB) compliance to reduce risk and audit preparation.
- Utilized university preferred and contracted vendors to maximize university benefits and savings.
- Renegotiated bank fees on international bank accounts resulting in significant reduction of fees.
- Contributed to the task force effort to reduce risk and protect investment value in regard to Carnegie Innovations, which included management of the day-to-day oversight and certain due diligence/review procedures.
- Replaced over 1,000 telephone lines with the university-operated, network-based Unified Communications (UC) infrastructure to improve service and enhance collaboration capabilities.
- Supported 86 registrar-controlled classrooms and auditoriums, 25 computer clusters across campus, and 100 Virtual Andrew instances accessible by user-owned laptops and mobile devices.
- Expanded and upgraded wireless network service in 21 of the 32 university-owned residence halls.
- Migrated virtual machines from traditional disks to solid-state storage to reduce the full-restart time from 24 hours on traditional spinning disks to less than three hours.

Engage, Partner, and Collaborate

- In coordination with campus and international locations and through extensive change management efforts, successfully launched the CMUWorks Service Center and implemented the HCM-replacement system, Workday.
- Partnered with university management to balance the institutional funds actual results for FY14, budgeted and projected results for FY15 and budgeted results for FY16. Created a budget process timeline and calendar for FY15 projections and FY16 budget process.
- Hosted two division-wide town hall meetings to provide updates to Finance Division staff regarding strategic projects and the direction of the division.
- Hosted the Fall Student Information Exchange, attended by over 1,000 students.
- Partnered with various stakeholders for successful opening of Citadel Collaborative Commons.
- Partnered with the Eberly Center for Teaching Excellence & Educational Innovation to evaluate web polling options for teaching and learning, models for course capture, flipped classrooms, faculty tools for creating and sharing instructional videos and wireless presenting technologies for teaching and learning.
- Delivered Computing@Carnegie Mellon undergraduate course to 1,563 students with a 97% success rate.
- Supported 1,435 university events and created 1,636 video productions, including course captures.
- Introduced a service to provide Virtual Machines to other campus organizations at a competitive rate.
Engage, Partner, and Collaborate (continued)

- Partnered with University Libraries to perform systems administration for three of their critical applications.
- Partnered with University Advancement to deliver alumni accounts to the 2015 graduating students.
- Partnered with academic and administrative units to successfully manage several high profile, Internet-wide vulnerabilities, including Heartbleed, Poodle, and Shellshock.
- Issued over 60 security alerts/awareness notices to campus and responded to over 50,000 help desk tickets.
- Added ORCID support into Identity Services as part of a project with University Libraries and campus researchers.
- Attended Board of Trustees fundraising event in San Francisco, where over $17M in gifts were raised. Finance leadership worked with the following partners to secure funding for the event: PwC; Accenture; Bank of America Merrill Lynch; KPMG; PJ Dick, Langholz Wilson Ellis; and The University Financing Foundation.
- Introduced a Research Administrator Training Program and ushered the inaugural cohort through the program.
- Collaborated with a campus subcommittee to identify enhancement opportunities related to university Policies and Procedures and make recommendations accordingly.
- Hosted a workshop for campus merchants on new credit card security standards.
- Shared globalization knowledge and best practices with higher education peers and through various NACUBO speaking engagements and articles, including the upcoming article titled, “Complexity Made Simple.”
- Made progress and provided updates related to the development of the current four capital construction projects: Scott Hall, Tepper Quad, Cohon University Center, and Heinz College.
- Continued to work with colleges and units on design and construction work outside of the Pittsburgh campus, including Silicon Valley, Rwanda, Arlington, and New York.
- Worked with the City of Pittsburgh and university leadership to amend the Institutional Master Plan.
- Worked with Facilities Management Services (FMS) to develop future capital renewal budgets and executed the FY15 Capital Renewal annual program of over $8.5M.
- Managed and directed the university’s Design Review Committee, staffed the university’s Public Art Committee, University Access Committee, Space Committee, and continued to implement the Simonds Commission principles.
- Participated on Private Use, OSP-ORIC Task Force.

Empower Decision Making with Data

- Launched an Information Technology (IT) Cost/Development Study to define IT services and quantify related costs. This project will identify opportunities to utilize existing central services, to expand local IT services to university-wide enterprise services, and to examine alternatives to current costly IT services.
- Launched the Reengineer Planning/Budgeting & Capital Planning Process project.
- Created a new Cash Forecasting Model.
- Presented research space and research expenditure data to assist with research space and sponsored unrecovered F&A revenue analytics.
- Performed analytics and maintained detailed listing of international and domestic contracts and initiatives which support data driven decision-making.

Empower Decision Making with Data (continued)
• Analyzed cost of continuing to occupy existing leased space versus retaining new space for the Space Committee; negotiated discounted rates and more favorable terms for the committee’s consideration.
• Performed procurement and spending analysis for all academic and administrative units and provided recommendations to various stakeholders regarding potential measures to be taken for cost savings and efficiency in their applicable operations.
• Evaluated and identified opportunities for cost savings and process enhancements through strengthening the Business and Travel Expense Policy based on analysis of expense and spending data across the institution.

Cultivate, Recognize, and Reward our People

• Launched a Performance Management, Development, and Rewards/Recognition project to establish a performance management, development and reward program to enhance and develop the capacity of Finance Division leaders and employees.
• Ensured that Finance Division individuals maintained applicable certifications.
• Enhanced division skill sets through cross training and by supporting attendance at a variety of relevant trainings, seminars and professional development opportunities.

Shape a Culture of Innovation

• Delivered the CMUWorks project on time and within budget for a successful go-live on December 29, 2014. This included the launch of the CMUWorks Service Center and implementation of Workday.
• Launched the Enterprise Content Management (ECM) strategic plan priority project, which included selection of a software system, identification/documentation of the operational workflow, and moved into the pilot phase in May 2015.
• Delivered the initial modules of the new research administration system (SPARCS).
• Replaced aging Student Services Suite database technology in collaboration with campus services adding positive impact to the university’s financial position.
• Partnered with Jones Lang LaSalle (JLL) to conduct a highest and best use analysis for the South of Forbes Avenue mixed-use development and created a Request for Proposal (RFP). Hosted a Developer Forum with potential developers, industry partner representatives, and CMU leadership.
• Created and hired for the position of Associate Vice President of Real Estate to support the real estate activities in the areas of acquisition, disposition, leasing, management, and development of real property assets.
• In support of the university’s international strategic vision, continued collaboration with the newly-hired Vice Provost of International Programs and Strategy to advance and develop international opportunities.
• Acquired the Robert Mehrabian Collaborative Innovation Center (CIC), which included post-acquisition asset management of the building.
• Supported the launch of the Integrative Design, Arts and Technology Network (IDeATe) and provided technology and a forum for IDeATe staff to take advantage of combined campus computing experience.

Future Goals

We look forward to reporting our progress to you on the goals and projects that support the “Finance Division Strategic Plan 2014 – 2019” in the years ahead as we “aim for the highest” in support of the university’s strategic vision. We appreciate and thank our stakeholders and partners for their support in making CMU the world’s best university.