

Division of Finance, Administration, and Information Technology Strategic Plan

Executive Summary: Stony Brook University recently completed its Strategic Plan, designed to support institutional growth as one of New York State’s Flagship Universities. Finance, Administration and Information Technology has a unique role in supporting this plan by not only prioritizing academic values, but also focusing on optimizing institutional decision making by providing resources and support from facilities, finance, human resources, information technology, budget, financial planning, and risk management. Through our creation of six strategic goals, F&A aims to provide excellent stewardship and enhancement of the University’s financial, physical, human, and information technology resources while providing a safe, enriching, and sustainable environment for our campus community. Each of these goals will help reimagine the ways in which we work, one of the priorities part of Stony Brook’s Strategic Plan, and will be supplemented with individual Division-specific plans/goals that align with the University’s upward trajectory and bold ambitions for the future.

Introduction: Stony Brook University recently completed its [Strategic Plan](#) and laid out a five-part mission as captured in Our Moment:

1. to provide comprehensive undergraduate, graduate, and professional education of the highest quality;
2. to carry out research and intellectual endeavors of the highest international standards that advance knowledge and have immediate or long-range practical significance;
3. to provide leadership for economic growth, technology, and culture for neighboring communities and the wider geographic region;
4. to provide state-of-the-art innovative health care, while serving as a resource to a regional health care network and to the traditionally underserved;
5. to fulfill these objectives while celebrating diversity and positioning the University in the global community.

Narrative: In order to achieve this mission, it is important to note that from the Division’s perspective, Stony Brook University is unique when compared to other state agencies, which often have an almost monopolistic control over the services that they provide. New York State

citizens must utilize state, county, and municipal services and be subject to their regulatory control in order to transact their business. However, attending SBU or being employed at SBU is not mandated, and thus SBU must compete in the open higher education market to aggregate the best possible faculty, students, staff, and community member talent to achieve its missions. Thus, the Division, while keeping academic values paramount, must bring an increasingly competent business focus to its activities in order to optimize institutional decision making as well as creating and executing operational plans in order to help SBU compete. Fulfilling that mission means that each University operating unit understands the array of resources it has to accomplish its mission including: facilities, human resources, information technology, operating and capital budgets in the current fiscal year and for the next few years. Units must be empowered to increase revenue and manage expenses in accordance with the values and strategic goals of SBU.

We express this dual role of providing advice and executing plans as follows: The Division of Finance, Administration, and Information Technology exists to provide excellent stewardship and enhancement of the University's financial, physical, human, and information technology resources while providing a safe, enriching, and sustainable environment for our campus community. As we participate in, or directly operationalize strategic plans, we constantly consider potential risks and their mitigation. All of this must be done with maximum practicable transparency and participation with the campus community we serve.

The Division's strategic goals are as follows:

1. **Protect and enhance the University's financial, administrative, technological, physical and human capital assets.** Examples include:
 - Implement transformational plans and practices that support the University in recruiting, developing and retaining an outstanding, diverse and innovative workforce.
 - Foster a culture of resilience which proactively evaluates risk within the decision-making process and improves the culture of safety, compliance, ethics and internal controls on campus.

- Increase access to capital for both physical and IT infrastructure bringing all potential resources to bear.
 - Oversee the development of a Campus Master Plan and a Utility Infrastructure Plan in alignment with SBU's strategic priorities and with input from the campus community.
 - Keep sustainability at the forefront of decision-making by increasing awareness and adoption of sustainable practices in daily business operations and technological infrastructures.
2. **Use technology to improve services, systems and processes that are used by units to support strategies and objectives.** Examples include:
- Providing seamless and efficient HR-related support and systems to the campus community.
 - Implement an Enterprise Resource Planning system to include budgeting, accounting, and all human resource transactions for every level of the University. Provide ERP services, as far as practicable, to all components of the Stony Brook Medicine and our affiliated entities.
 - Develop and implement an IT Strategic Plan that supports the mission of teaching, learning, research, and service to the campus community.
3. **Continuously improve the delivery of services to all of our customers by being collaborative, communicative, responsive, and accountable.** Examples include:
- Interface between Stony Brook and SUNY Central in order to support SUNY's mission and directives, including developing and implementing compliant systems and processes for the campus community.
 - Establish open and factual communication with our constituents and colleagues in order to promote transparency, build and maintain trust, and develop collaborative relationships.
 - Utilize these attributes to become a 'go-to' source for University-related projects whereby Stony Brook units seek F&A's input and advice from the early stages of project ideation. Provide timely and helpful advice to help achieve goals whenever possible.

- Serve as a trusted procurement partner and leading source-to-pay organization through efficient supply chain processes and exceptional customer care.
4. **Embrace new ideas, creative solutions and unique viewpoints for inclusive problem solving and decision making.** Examples include:
- Integrate the principles of diversity, equal opportunity, integrity and transparency into all activities and practices throughout the University.
 - Treat all constituents with respect, civility and professionalism.
 - Demonstrate ethical and financial integrity driven by a desire to improve customer satisfaction.
5. **Embody innovation and pursue ongoing growth as visionary leaders in order to implement smart solutions and best practices.** Examples include:
- Optimize existing and implement new, innovative information technologies, policies and practices, where practicable, in order to reduce repetitive, manual activities and enable employees to work more efficiently.
 - Ensure that technology and practices meet the evolving needs of the SBU, and deliver greater transparency, predictable outcomes for SBU's user community, and timely data to decision makers at all levels. Provide employees with the training and resources in order to adopt new processes and technologies.
 - Assist with the expansion of dormitory and apartment housing to support on campus enrollment plans and provide apartment homes for faculty and staff at both the Stony Brook and Southampton campuses to support the academic and clinical missions of SBU without placing SBU/SBM at significant financial risk.
6. **Achieve financial value for the University by collaborating with, and providing actionable data that allows partners to make sound financial decisions.** Examples include:
- Examine the current budget model and economic framework, and modify these models so that academic values are foremost, coupled with incentives to increase revenue and manage expenses thus empowering all operating units to the extent practicable.
 - Develop and implement a unified (including academic and clinical enterprises) GASB auditable financial statement and present and explain changes in

operating expense and revenue as well as balance sheet and cash flow to the administrative and academic leadership. Begin on an annual basis and move to a quarterly and then monthly basis when practicable.¹

Connecting Goals with Strategic Plan: Stony Brook University will achieve its vision by pursuing four priorities as part of the Strategic Plan. Finance, Administration and Information Technology's Divisional goals connect primarily with the fourth of these priorities as listed below:

1. Transforming Learning and Teaching
2. Growing Our Research Enterprise for Impact
3. Serving Communities as a Public Flagship
4. Reimagining the Way We Work
 - a. Growing and Recognizing Our People to foster a culture of innovation and performance excellence, expand professional development opportunities, and create capacity for our staff and faculty to thrive.

This objective ties directly into goals 1-5, all of which relate to creating a physical, technological, cultural and economic framework that empowers our staff and faculty to thrive.

We aim to foster a culture of innovation and performance excellence by developing and implementing transformational plans and practices, utilizing technology to innovate and better serve our constituents, embracing new ideas while acting as visionary leaders working to optimize existing and bringing/building new technologies and policies.

We aim to expand professional development opportunities by working collaboratively to develop and retain an outstanding, diverse and innovative workforce.

We aim to create a capacity for our staff and faculty to thrive by fostering a culture of resilience and risk-awareness; implementing an ERP that will ease many manual, difficult tasks performed today; creating a comprehensive IT strategic plan that will

¹ SUNY as a whole is the audited entity. While we may not ever have own audit as in common for state universities in systems we can create an auditable financial statement which will provide GAAP financial assurance and transparency for the greater University population, serve as a tool to benchmark against other educational institutions outside of SUNY and ensures that we are reconciling our budgets to the ledger. This ability is currently lacking in the current environment.

support our technology needs now and in the future; and by providing seamless and efficient support to the campus community.

- b. **Investing in Physical Infrastructure and Facilities** to reflect the creative potential of a public flagship, expand housing availability, and advance meaningful collaboration and campus well-being.

This objective ties directly into goals 1, 2, 3 and 5. The SBU President's administration has been successful in increasing the inflows of capital dollars to SBU by an order of magnitude. We are grateful for the support we have received from the State University Construction Fund (SUCF) and the New York State elected officials. We have also developed a method, led by the Provost and the EVP of Health Affairs, for prioritizing capital plans related to research and teaching facilities. We are implementing systems to ensure improved stewardship of these funds and to allow for our institution to pivot as capital funding is subject to ebbs and flows from one year to the next.

We aim to invest in physical infrastructure and facilities to reflect the creative potential of a public flagship by working to increase access to capital and bringing all resources to the table; overseeing the development of a Campus Master Plan and Utility Infrastructure Plan as well as an IT strategic plan; all while keeping sustainability at the forefront of our decision-making.

We aim to assist with expanded housing availability that supports the missions of Stony Brook University and Stony Brook Medicine and look forward to engaging the campus community in our upcoming Campus Master Planning project.

We aim to advance meaningful collaboration and campus well-being through open and factual communication, transparency, trust and by acting as a trusted partner and go-to source for institutional projects.

- c. **Upgrading and Innovating Our Technology Infrastructure** to enable increased coordination, communication, and efficiency through state-of-the-art digital platforms across the University.

This objective ties directly into goals 1, 2, and 5 which speak to our plans for the technological infrastructure at Stony Brook.

We aim to upgrade and innovate our technological infrastructure in order to improve services, systems and processes.

We aim to seek and utilize all available sources of capital for these efforts.

We aim to be mindful of the important role that information technology, along with physical infrastructure, play in materially advancing SBU's teaching and research missions.

- d. **Modernizing Processes and Optimizing Policies** to advance equity, consistency, transparency, integrity, and accountability across our operations.

This objective ties directly into goals 1-5, which all contain points related to modernizing our processes and optimizing policies.

We aim to develop and implement transformational HR plans (currently underway) that provide enhanced processes and policies as well as an IT Strategic Framework that outlines ways to advance digital equity, consistency and transparency.

Through the ERP implementation, we aim to provide better data consistency and integrity, transparency and accountability across the institution.

We aim to advance equity by integrating the principles of diversity and equal opportunity into all activities and practices within the Division.

We aim to embody ethical integrity and financial stewardship in all that we do.

- e. **Expanding Our Institutional Resources** through philanthropic giving, academic entrepreneurship, and grant funding to ensure that Stony Brook can invest in its mission for the public good.

This objective ties directly into goal 6 which speaks to achieving financial value for the University.

We aim to create a new economic framework to develop incentives (rooted in academic values) to generate revenue and manage expenses.

We aim to develop and implement a unified GASB auditable financial statement, along with explanations to administrative and academic leadership that will shed light on all institutional resources and allow for increased transparency and enhanced decision-making.