EMORY UNIVERSITY **2019-2021 Assessment Report for Administrative and Educational Support Units** **Assessment Period Covered: September 1, 2019-August 31, 2021**

Unit: Business Operations	**Date Submitted:** October 1, 2021
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I.   MISSION STATEMENT

Mission:

Business Operations provides strategic, business, and financial support across the enterprise in support of the academic mission.

Vision:

To provide and promote a model organization that emphasizes customer service in delivering financial management and business services within a resourced framework while being mindful and responsive to financial, audit and compliance governance.

Formed under the EVP-B&A organization, we are an organization, that continues to evolve to meet the highest-level needs of the University. The unit is comprised of the following units:

- University Events
- Strategic Procurement
- Travel
- Film Management
- Business Operations Service Center, which supports the business and human resources needs of the non-academic units
- Mail & Print Services
- COVID Screening program (launched 2020 and will remain intact as long necessary)

Primary Objectives for Business Operations include:

- Promote and support a positive and proactive approach to supporting the business needs of the enterprise;
- Strive for continuous improvement by measuring our performance against our clients expectations;
- To bring an enterprise-wide approach to our work;

- To understand the business of our clients so that we can meet their business needs effectively and efficiently;
- To establish and maintain positive, long-term relationships with our clients through open communication and continuous feedback;
- To provide knowledgeable and dedicated staff who are detailed-oriented and efficient;
- To resolve issues collaboratively, effectively and efficiently;
- To educate clients on University, GAO, Audit and Compliance policies as they relate to our work;
- To provide support for the annual budget process;
- To provide financial management and reporting to our clients;
- To meet our commitment to Financial, Audit and Compliance policies through attention to detail and responsiveness to requests for information.

We seek to bring solutions, effectively manage resources and standardize processes as we manage opportunities across the enterprise.

II.   OUTCOMES

Over the last two years, since its creation, Business Operations has continued to evolve. We have added COVID Screening Program, Film Management and Mail Services to the Business Operations organizational structure. These important changes were necessary to align operations with current conditions relative to COVID while at the same time adding functional areas such as Film and Mail Services that were better suited under operations.

As a result of the pandemic, Business Operations priorities were shifted to two main and important areas for COVID response and recovery:

1. Supply Chain Management – emphasis in supply chain management as we tackled compressions in the global supply chain for PPE and other high demand COVID supplies such as wipes, sanitizer, cleaning agents, etc.
2. COVID Screening Program – as part of Business Operations, we launched a COVID Screening program to offer COVID screening tests to our asymptomatic campus population. This program launched initially with a third party and transitioned to an in-house operation in November of 2020.

The goal of the nimble structure for Business Operations is to facilitate effective and efficient use of university resources in order to prioritize strategic investments such as scholarship, student experience and research.

At the time of the initial SACS report, Business Operations had launched as a new organization, but the flexible and centralized structure for the key areas of business outlined

above allowed the team to adapt and contribute to COVID response in impactful ways. This report will outline how Business Operations overall goals were met while still fulfilling unanticipated critical needs prompted by the COVID pandemic.

III.   ASSESSMENT SUMMARY

OUTCOME #1: EVENTS: Strategic Investments in Commencement

Supports School/Division Strategic Goals: Commencement is the single biggest event for students, parents, and alumni. By making strategic investments in this event, Business Operations is prioritizing this capstone event.

Supports University Strategic Goals: In support of One Emory, investing in Emory's Commencement is a strategic investment for Emory students as they become alumni.

FIRST METHOD OF ASSESSMENT FOR OUTCOME #1:

Method of Assessment: Track budget each year and identify possible enhancements for participant experience

Achievement Target: Track financials annually and accommodate growth as necessary

Summary of Assessment Results: In 2019, the University Events team was exploring ways to revise its in-person activities. A project was launched to re-imagine commencement within the scope of the graduate and guest experience. The project team conducted research interviews with more than 30 individuals internal to Emory. They surveyed deans, stakeholders, and ETL alumni (who represent a wide cross-section of University staff working at the director level or above) as well as samples of faculty, undergraduate students, and graduate students. They also benchmarked 13 peer universities via interviews and research and spoke with three alumni-run professional production companies. Through this analysis, a set of recommendations were presented to Emory's leaders and adopted. The theme of the recommendation was to spread key commencement activities across more days to minimize traffic and other operational pressures. Primary benefits to changes in format include:

Graduates and their guests participating in Friday, Saturday, and Sunday school ceremonies will have access to indoor venues as well as much more convenient parking, dining, and transportation options on campus compared to an all-on-Monday schedule. All graduates and families participating in the Emory University Commencement Ceremony on Monday will also experience smaller crowds, resulting in more convenient parking, dining, and transportation options. A Quadrangle seating redesign will also allow for easer guest flow and crowd control.

Ideally, the decrease in participants at each event would improve the overall experience for those participating. Having good financial data to support this decision, University Events was able to recognize the necessary investments to create a more comfortable experience for students, parents, and alumni. This plan was set for implementation in 2020, but was delayed due to the pandemic.

Since the 2019 Commencement (which was the foundation for this method of assessment and achievement targets), both Commencement events/activities that were held (2020 & 2021, were unique events.

In 2020, Commencement moved to 100% virtual event. We engaged a third-party vendor to create a digital experience for the class of 2020. The experience included the traditional elements of a commencement such as awards presentations, honorary degrees, presidential address, key-note speaker, baccalaureate service and school award ceremonies as well as enhanced digital experiences such as grad wall and a Q&A with the keynote speaker. Additionally, a grad box was mailed to each graduate with Custom "Your Moment" box design and included:

- o Welcome note from President Sterk
- o Alumni Association card and benefits information
- o Emory University Class of 2020 Coke Bottle
- o Custom Class of 2020 Alumni Pin
- o Custom Class of 2020 keychain
- o Invitation to return to campus at a later date for a Commencement Celebration

In addition to the digital graduation activities for the class of 2020, an in-person celebration event was held for the Class of 2020 in May of 2021 at the Georgia World Congress Center. This event was held in-person to recognize the accomplishments of the class of 2020.

In 2021, Emory University celebrated the Class of 2021 with modified in-person Commencement ceremonies (May 14-16) at the Georgia World Congress Center (GWCC). A total of 14 events representing Emory's nine undergraduate and graduate schools were scheduled during the three-day weekend. The event limited participation and was live-streamed. Over 29,000 unique users participated virtually representing 120 countries. Some aspects of Emory's traditional ceremony were adjusted to comply with health and safety

protocols such as masking, disinfection procedures in between ceremonies, and physical distancing set-up.

In both scenarios, financial activity was tracked. Given the unusual circumstances over the past two years, investments in commencement exceeded allocated resources to address location and health and safety protocols not typical under normal conditions. In FY22, commencement is planned to be back on Emory's campus and is expected to follow the newly created format for an on-campus, in-person event.

Use of Assessment Results to Improve Unit Services: Over the past two years of unique events for commencement, we will continue to incorporate those elements such as "grad wall" and ticketing that proved to enhance the overall experience. Adding a ticket service to commencement has helped us to better anticipate attendance which can help to inform crowd management strategies and services. Additionally, through registration and ticket tracking, University Events can better anticipate the on-campus needs. The data will further refine the approach taken in future years and can shed light on areas for improvement or additional areas for strategic financial investment.

Through the proposed changes, we expect to see improvements in the graduation experience for graduates and their families.

SECOND METHOD OF ASSESSMENT FOR OUTCOME #1:

Method of Assessment: Review vendors periodically to determine appropriate service offering and identify areas for improvement

Achievement Target: Perform annual after-action review and facilitate Vendor RFP process as necessary

Summary of Assessment Results: Due to the dramatically different event formats in 2020 & 2021, each event was planned as individual events, so the proposed after actions and vendor RFPs were not relevant. This approach will be utilized in future years.

Vendors are reviewed periodically, and there was an increase in new vendor engagement for the 2021 in-person event. As we approach another new event format in 2022, a critical review of old processed and key learnings from the new events will be beneficial in refining this capstone event.

Use of Assessment Results to Improve Unit Services: A new Commencement format will launch in 2022. Initially, the format was planned for 2020, but as note above, there was a dramatic shift in the event format over the past two years between hosting a strictly virtual event and a large-scale offsite event.

The University Events team is equipped to handle any future activities and has a refined playbook to utilize based on upcoming needs and trends, which includes new vendors that could be utilized in the future.

University Events has found new ways to engage vendors and can reassess its needs in 2022 especially in light of the new multi-day approach.

OUTCOME #2: SERVICE CENTER: Drive efficiencies & streamline processes for financial business operations

Supports School/Division Strategic Goals: By utilizing fewer resources for business and human resources transactions, the larger Business Administration Division is able to prioritize other operational needs.

Supports University Strategic Goals: By minimizing operational costs, the University can invest in strategic priorities relative to the academic mission such as scholarship, student experience and research.

FIRST METHOD OF ASSESSMENT FOR OUTCOME #2:

Method of Assessment: Track on a monthly basis the number of customers supported, transactions submitted and approved, and number of resubmissions required.

Achievement Target: The goal of the service center is to continue to consolidate resources where possible to manage business, financial, and HR matters across administrative units. This growth would result in fewer people needed to manage the growing volume of business and HR transactions. Standardization of work with a highly efficient group of people can lead to higher productivity, fewer errors and reallocation of resources to higher priority needs.

Summary of Assessment Results: The Business Operations Service Center was created in 2019 to support the administrative units within the EVPBA organization with business and human resources transactions. Additionally, our organization was to focus on more in-depth financial analysis and reporting for specific areas. Over time, additional units requested to be part of the Service Center which led to an increased customer base. The Service Center grew

from supporting 16 units to 23 units. After successfully integrating EVPBA units, units within the President's organization requested support. Starting with the Office of Spiritual and Religious Life and the Secretary's Office, the Service Center grew to include the Office of the Ombudsperson in 2020. In 2021, a new President for Emory University was named and the financial and HR management of the Office of the President was incorporated into the Service Center. Expansion continued throughout the year and Government Affairs and most recently the Communications Division have also joined the list of customers served. Below is a summary of the growth through each of these expansions.

Business Operations Customer Base
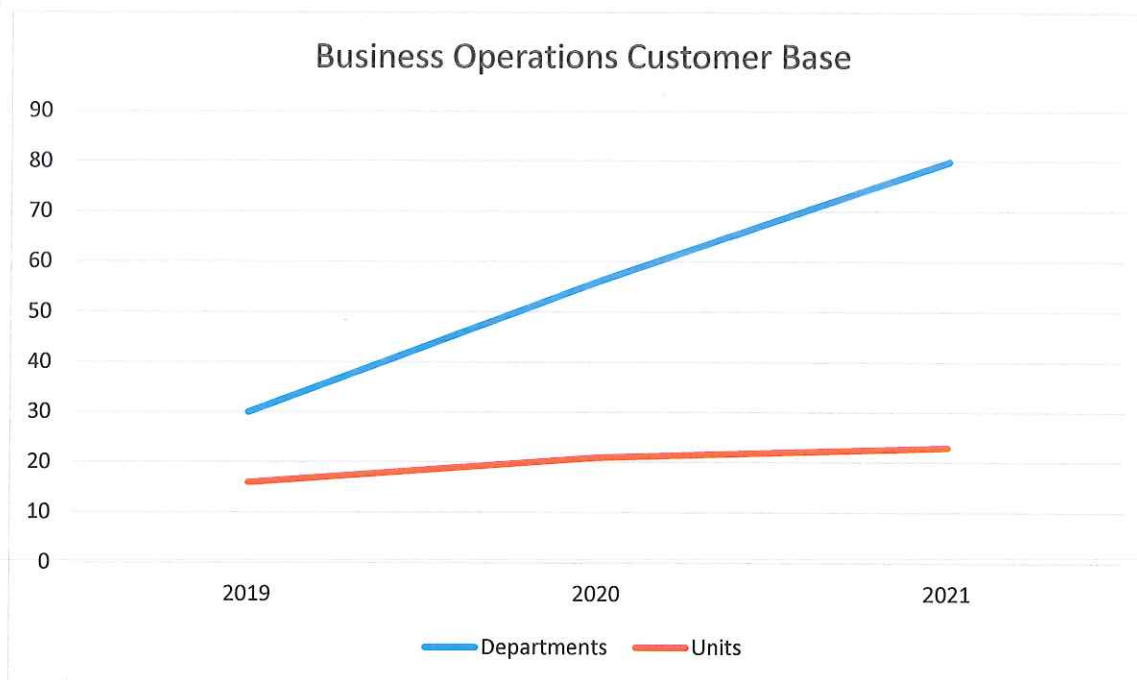
Please note, a single unit may contain multiple departments; the number of departments also changes year-to-year for those areas. For instance, the Service Center strives to reduce administrative burden by consolidating departments where possible to decrease the amount of financial management and reporting needed.

To highlight what this growth means, below is a summary of transactions by functional area:

- Emory Express Requisitions by year:

Fiscal Year	Sum of Total Amount	Withdrawn / Rejected	Total Submitted	% of Total
FY19	$ 1,389,022.17	7	92	7.61%
FY20	$ 10,760,185.13	8	189	4.23%
FY21	$ 6,440,962.39	11	281	3.91%
Grand Total	$ 18,590,169.69	26	562	4.63%

- Approved expense reports and payment requests by year:

Fiscal Year	Number of Approvals: Expense Reports	Number of Approvals: Payment Requests
FY20	875	50
FY21	640	80
Grand Total	1515	130

- Human Resources new positions posted by year:

Fiscal Year	Positions Posted
FY19	11
FY20	13
FY21	53
Grand Total	77

To support risk mitigation and compliance for senior leaders, the Service Center is responsible for monitoring the President's Leadership Team expense reporting and tracking process. For all members of the President's Leadership Team, the Business Operations Service Center hosted a road show to meet and educate all employees submitting expense reports on behalf of Emory's senior leaders. This proactive training has reduced the number of resubmissions required. The Service Center team retroactively reviews all transactions for this population of senior Emory leaders with a focus on compliance with Emory policies. Below is a summary of the findings from these quarterly reviews over the past two fiscal years. Percent data is misleading as the number of transactions decreased due to cost management measures. However, the President's Office has agreed 100% with the Service Center's recommendations and has had no concerns with the submitted transactions.

PLT Reports Submitted	FY20 - Q1	FY20 - Q2	FY20 - Q3	FY20 - Q4	FY21 - Q1	FY21 - Q2	FY21 - Q3	Totals 7
# of total transactions	379	442	433	65	65	69	54	1507
# of Transactions requiring additional research	3	4	3	0	1	0	0	11
Percent requiring research	0.79%	0.90%	0.69%	0.00%	1.54%	0.00%	0.00%	0.73%
President's Office confirmation of Service Center findings	100%	100%	100%	100%	100%	100%	100%	100%

Similarly, the Service Center is the front-line team to resolve aging corporate card transactions for cardholders within its customer base. Below is a summary of the flagged transactions generated in a report from our corporate card administrators.

Month	Aging (in range of days)			Total
	31 - 60	61-90	91-120	
20-Jul	2			2
20-Aug	2	2		4
20-Sep			1	1
20-Oct	1			1
20-Nov				0
20-Dec				0
21-Jan			1	1
21-Feb				0
21-Mar				0
21-Apr				0
21-May				0
21-Jun				0
21-Jul				0
21-Aug				0
21-Sep			1	1
	5	2	3	10

Months with no delinquencies	9
Total months	15
% with no identified delinquencies	60%

Through the cost management measures implemented around March 2020, the number of unit transactions intentionally decreased over the reported timeframe.

Additionally, to drive efficiencies and reduce unnecessary workloads, an auto-approval for expense reports under $100 was implemented on February 26, 2021 and no longer required departmental approvals (often provided by the Service Center). With the successful trial for auto-approvals, roll-out of this process was expected to expand to transactions <$250 in mid-July 2021. At the time of implementation, it was determined that 56% of T&E transactions were less than $250. Below is a summary of the quantifiable savings associated with the auto-approval:

Current State - T&E Transactions & Spend Fiscal 2018-2019

Bucket	# Transactions	% of Transactions	Dollars Spent	% of Dollars Spent	Avg Touches	Cost of approvals*	Approvals Cost as % of spend
< $100	67,290	36%	$2,327,418	2%	1.2	$376,824	16%
$100 - $249	38,377	20%	$6,325,512	6%	1.26	$225,656	3.5%

For the transactions that do route for approval, actual errors have not been identified, but revisions have occasionally been requested due to a strategic change in processing requirements (e.g., an updated SpeedType) or a preference for submission (e.g., preferred nomenclature for expense reporting). As an example, over 300 expense reports were submitted for Service Center approval, and less than 5% (13) of expense reports were withdrawn for edits. For expense report resubmissions, the number of resubmits dropped from 14 to 7, and the average time to resubmit dropped from 4.43 days to 1.9 days in just a few months.

In additional to transactional support, non-sponsored and restricted project support is provided in the financial management of each unit. Our team routinely provides both standardized and ad-hoc analysis to support fund balance management as well as the ongoing financial management of leadership discretionary commitments. One focus for FY21 was to consolidate projects, where possible, and fund outstanding deficits where funding was available. This allowed us to close nearly 50 projects and SpeedTypes for administrative units bringing increased efficiencies and streamlining the work needed to provide financial and budget oversight.

Through natural attrition, the Service Center was able to allow larger administrative units to reprioritize their salary dollars by utilizing the Service Center for financial management and fill positions within other strategic areas critical to their core operations. This was the case for both the Human Resources department and the Office of Spiritual and Religious Life. Once these units no longer required a full-time business manager within their units, they were both able to fills other critical roles without increasing expenses.

As the customer base has grown, there has been a focus on strategic redeployment of personnel. For instance, with the inclusion of the Communications division, we were able to redeploy positions with a focus on financial activity into the service center. The redeployment of these individuals allowed for expanded support to Communications as they were able to utilize the entire service center structure and portfolio of offerings. This has led to increase support and analytics for senior leadership, while also allowing for greater breadth of work activities for the redeployed employees.

Use of Assessment Results to Improve Unit Services:

As the Service Center has continued to grow and take on additional customers, this data has been helpful in making informed decisions regarding additional growth (e.g., other new customers to consider or additional service offerings). For instance, the Service Center team took on a significant role in managing COVID-related expenses and other budget activities during the FY20 close, FY21 planning and close, and FY22 planning process.

Emory is striving to reduce its administrative burden, and the Service Center's ability to support a wide range of customers with tailored service offerings provides opportunities to cut administrative costs through the shared service model. The team is also able to serve as a liaison to other central support units (e.g., Integrated Financial Planning Office). The team members participate in campus-wide initiatives and projects as they continue to learn more about the various components of the University.

With a wide range of experiences and expertise, the Service Center staff is able to support one another to provide top-level service and meet individual service needs. By operating within a shared service model, the Service Center leverages its subject-matter expertise in financial management, business transactions, and human resource support while its customers are able to focus their efforts on department core activities.

SECOND METHOD OF ASSESSMENT FOR OUTCOME #2:

Method of Assessment: Develop standard reporting (budget-to-actuals) and financial discussion/review process with customers or supported units.

Achievement Target: Implement a meeting methodology (monthly) and approach for sharing financial data (quarterly) with supported units; monitor progress and strive for 85% compliance within the first two years.

Summary of Assessment Results:

Service Center customers are provided a wide-range of reporting based on the customer's individualized needs. 100% of units have financial overview and budget specific meetings, but at a cadence that makes sense for the individual unit. While the initial goal was monthly meetings for everyone, some units have requested weekly touch points due to their specific complexities, while for many others monthly meetings work well. For a handful of units quarterly or as-needed meetings have been preferred due to lower levels of transactions required. These customers rely on the Service Center to surface necessary issues and do not require routine reporting. This subtle shift has occurred as units continue to grow their trust in the work of the Service Center. Regardless of meeting cadence, the Service Center reviews

financial data for all administrative units monthly at a minimum. As year-end approaches, weekly reviews occur, with daily reviews during the close process.

Through robust monthly reporting, the Service Center is able to track overall financial progress against budget and flags potential risks to the relevant stakeholders. Reports include pertinent information to senior leaders that also helps translate the financial health of individual areas to its leadership. Reporting focuses primarily on budget-to-actual reporting, and through detailed analysis, has evolved to include year-end projections for all administrative units. Projections were beneficial in understanding required year-end close activities, which streamlined the financial close process as issues were managed proactively and not reactively.

Beyond the advantages of the year-end process, the monthly iterations of the budget-to-actual report provides insight to the Service Center team members and its customers as it signals the areas where more in-depth reporting may be necessary. These reports are also consolidated in a monthly package for senior financial leaders to provide transparency and to report any potential financial risks in a timely manner. Current reporting touches on 100% of units served by the Service Center and additionally, helps organize/facilitate discussions around other administrative units supported by other areas.

Use of Assessment Results to Improve Unit Services:

Through routine reporting, the Service Center has been able to develop additional detailed schedules to meet customer's needs. By automating this higher-level analysis, it frees resources to tailor the next level of reports to its customers unique requirements. Anecdotally, one monthly customer requires an hourly meeting to address any outstanding operational items as well as a focus on the following report types:

- Budget-to-actual reporting for its operating budget
- Fund balance reporting for its 19 non-sponsored/restricted financial project fund balances
- Fund balances and any monthly expenditures for its 3 affiliated units

Each meeting typically prompts additional analysis on financial activity or research into specific transactions. Now that routine reporting has been established and is consistently distributed, the Service Center is continuing to customize its approach by meeting the next level needs of its customers (e.g., monthly transaction detail reporting). All activities are aimed at providing more insight and transparency for unit leaders as well as proactively identifying financial opportunities for redeployment of resources. Ad-hoc reporting for all customers is continually available, and the relationship with each customer is constantly assessed and refined. The insight from this data has helped the Service Center focus its priorities and surface opportunities to senior leaders while also elevating financial needs that brings more clarity to the budget process.

OUTCOME #3: PROCUREMENT: Further refine Emory Express functionality to reduce effort spent setting up and paying vendors.

Supports School/Division Strategic Goals: By decreasing vendor set up time, the new processes likely increase compliance and allow Procurement to leverage analytical resources.

Supports University Strategic Goals: Through increased transparency into payment processes and vendor relations, Procurement can help enable Emory as an "Academic Community of Choice." Leveraging supplier relations can decrease administrative burden and assist in the financial accessibility of higher education.

FIRST METHOD OF ASSESSMENT FOR OUTCOME #3:

Method of Assessment: Continue to track supplier onboarding

Achievement Target: Sustain 50% reduction in vendor setup with new supplier form

Summary of Assessment Results: Implemented in late 2019 and refined in 2020, the Strategic Procurement team implemented a new intuitive supplier form. The interactive supplier form presents only fields required, based on various selections indicated by the supplier. The form can only be submitted when all relevant data is provided, eliminating follow up on missing information. This new refined process integrates payment information that was previously captured separately.

The Emory Express platform also received a face lift that includes a streamlined user interface to save navigation time, while providing a single point of entry from new supplier set up requests.

An Amazon (punchout) Marketplace was added to Emory Express. This new punchout reduces the number of new vendors set up, due to the extensive number of suppliers available through the Amazon marketplace. Additionally, diverse businesses are easily located in the Amazon shopping portal, increasing university spend with local and diverse suppliers.

More recent efforts are focused on reduction of time of actual supplier setup in Compass, using robotic process automation.

Use of Assessment Results to Improve Unit Services:

Administrative burdens on schools and units have been reduced by refining data gathering activity for new supplier setups. This improvement in data quality has also reduced time Procurement staff spends researching missing and inaccurate supplier data.

By streamlining these processes, Strategic Procurement has been able to reallocate resources for higher priority needs and provide campus users with more specialized support. This shift in resource allocation was critically important over the past two years as the Strategic Procurement office has been instrumental in resolving supply chain issues and maintaining business continuity during the pandemic.

SECOND METHOD OF ASSESSMENT FOR OUTCOME #3:

Method of Assessment: Begin tracking customer effort related to Emory Express transactions

Achievement Target: Develop baselines resulting from enhancements being implemented now and track success overtime.

Summary of Assessment Results: COVID impacts on cost management measures impacted the volume of transactions as well as the priority needs for schools and units. Critical items which at were previously readily available through distribution channels became difficult or impossible to obtain. Supply chain outages and shortages required a centralized approach to obtaining critical goods, which was led and managed by Procurement. Procurement also provided expertise and organizational leverage to navigate complex supply chain issues due to the pandemic.

Strategic Procurement leveraged Emory Express to create a virtual stockroom for schools and units to obtain goods not otherwise available.

A new Chief Procurement Officer (CPO) and newly hired Director of Contracting and Strategic Sourcing have been instrumental in negotiating and contracting for the use of emerging technology and service solutions to address COVID related requirements for the University

and Healthcare. Additionally, they have brought renewed focus to contract review and management optimization along with reduced cost for use of a single, enterprise tool for electronic document signature.

Use of Assessment Results to Improve Unit Services:

During the pandemic, the newly created centralized procurement model for PPE provided critical support for research continuity, and for the enterprise. Strategic purchases created an inventory buffer necessary to support ongoing needs. The central stockroom was able to meet demand without interruption of critical operations and services.

The Amazon portal in Emory Express resulted in a reduction of 6,000 expense reports per year for Amazon purchases, saving significant Emory personnel time. Moving to a central Amazon portal in Emory Express also allowed for the consolidation of over 1500 Emory individual and business Prime accounts throughout the enterprise. This eliminated annual membership fees totaling + $100K per year in annual subscription fees. Over $2M in annual Amazon spend has now been redirected into the Amazon portal in Emory Express, allowing for greater transparency with advance approval of transactions and eliminates erroneous sales tax charges.

In the prior report, one goal focused on a coordinated effort with student move in. This effort tied primarily to Business Operations involvement with University Services auxiliaries, including University Housing. Housing is now realigned with Campus Life and will be addressed in future iterations of their SACS assessments. In the meantime, the new integrated student move in process was primarily utilized during the 2019 move in. After that year, the move in experience was significantly impacted by new COVID protocols which necessitated that move in be spread across more days and include required testing. All in all, the new processes were successful, but quite different than the process outlined in the prior SACS report. This ability to organize individual units around a single effort and to draw volunteers for student-facing activities has made Commencement, the unexpected move out and storage of student items in 2020, and the revised mail delivery to student rooms successful. These principles will continue to be embedded in future activities, but cannot be quantitatively assessed in this report.

IV. What outcomes will your unit assess over the next two years?

Outcome: SERVICE CENTER: With quick growth since inception, the Service Center is looking to stabilize and improve operations going forward.

Method: Provide enhanced Integrated Financial Planning (IFP) processes and standardization of templates to optimize outcomes.	Achievement Target: Implementation of a website for service center customers to easily access IFP deliverables and timelines. Creation of standardized budget request submission forms for administrative units. Tracking of metrics including the number of budget requests submitted on-time, number of units loading approved budgets on time.
Method: Bring additional transparency and awareness to financial activity through a zero-based budgeting process, and redeploy resources to meet strategic unit needs	Achievement Target: Enhance financial data management by supporting development of zero-based budgets for 2-4 units; redistribution of existing personnel to support this and other relevant strategic initiatives

Outcome: STRATEGIC PROCUREMENT: Actively manage and maintain supply chain activities	
Method: Implement an enterprise-wide contract management solution to manage contracts more effectively	Achievement Target: Implementation of a system to provide transparency and accountability across enterprise contract portfolio.
Method: Continue to develop supplier diversity program	Achievement Target: Set metrics to measure and manage supplier diversity.

Outcome: STRATEGIC PROCUREMENT: Continue to optimize internal systems to enhance efficiency/productivity by reducing unnecessary and/or redundant workload	
Method: Optimize systems and processes through further refinement of Jaggaer and use of innovative solutions like robotic process automation.	Achievement Target: Decrease time spent on repetitive processes to redeploy resources to higher priority needs.

Outcome: EMORY MAIL SERVICES: Actively manage systems and processes to improve cycle time of packages to students (accountable pieces of mail)

Method: Establish baseline targets for cycle times (receipt to availability cycle time)	Achievement Target: Reduce cycle times and improve convenience for students for mail and packages (accountable pieces of mail)

V.   SUPPORTING DOCUMENTATION

Please remember to attach supporting documentation such as surveys, questionnaires, charts, tables, spreadsheets, and detailed descriptions of assessment findings. If you have questions about what should or should not be included with the report, please contact the Office of Planning and Administration.

VI.   REVIEW PROCESS

Please forward your 2019-2021 assessment report to the head of your administrative unit for review and signature. This review will ensure that the information included in this report is accurate and that your unit is engaged in a systematic process of continuous improvement.

Signature: _____

Title: *VP BUSINESS OPERATIONS*

VII.   SUBMISSION OF REPORTS

Please email reports and supporting documents to David Jordan, Assistant Vice Provost for Academic Programs and Planning (david.m.jordan@emory.edu) by Friday, October 1, 2021.