

SVC/CFO Strategic Plan Updated 2022

The Four Objectives:

Objective 1:

1. **Strategist: Drive collaborative strategic planning at the University that incorporates an enterprise risk management framework.**

Sub-Objective 1a.

Ensure successful implementation of the University-wide strategic plan (Plan for Pitt) by reviewing initiative progress and providing advice, guidance, and support as needed for major initiatives.

Sub-Objective 1b.

Implement the University-wide enterprise risk management plan by developing a risk framework that aligns with the strategic priorities and activities of the University.

Sub-Objective 1c.

Provide enhanced risk management processes to University RCs through the performance of risk assessments which will standardize risk management practices and increase accountability for significant institutional risks that have been identified.

Objective 2:

2. **Financial Steward: Optimize and align University resources with strategic priorities and values.**

Sub-Objective 2a.

Optimize the budget process and implement the Budget ReSTART model to enhance stewardship of funds, align resources to strategy and increase transparency in decision making.

Sub-Objective 2b.

Maintain Pitt's current debt structure in a way that minimizes Pitt's cost of capital, maximizes Pitt's operating flexibility, and provides the financial resources necessary for Pitt to execute its strategic/capital plans.

Sub-Objective 2c.

Maintain a proper level of University liquidity by forecasting Pitt's future cash needs and securing appropriate financial resources to meet those needs.

Sub-Objective 2d.

Maximize risk-adjusted investment returns on the University's endowment and implement and report on the ESG policy.

Sub-Objective 2e.

Work collaboratively with University stakeholders to identify areas for operations performance improvement, including improved services to the University community, cost savings, revenue enhancements, and enterprise system enhancements.

Sub-Objective 2f.

Partner with regional anchor institutions and other internal resources to increase local and diverse supplier capacity in order to fuel regional economic growth, particularly in underserved communities.

Objective 3:

3. Partner: Champion a customer-first relationship with the University's RCs.

Sub-Objective 3a.

Maintain a customer service culture that emphasizes communication and collaboration and improves processes and services.

Sub-Objective 3b.

Build University capacity in project management.

Objective 4:

4. Cultivator: Attract, retain, and develop the top talent to maintain a diverse and engaged workforce.

Sub-Objective 4a. – Crosses CFO divisions

Align and develop staff to effectively implement long-term priorities.

Sub-Objective 4b. – Crosses CFO divisions

Attract and retain staff that are engaged and can succeed and grow in a diverse and inclusive environment.