MISSION

Harvard engineering is where engineering, foundational science and the liberal arts converge. Through education and research, we address global challenges and serve society.

VISION

In 10 years, SEAS will...

» Have a global reputation as top engineering program
» Be a hub with buzz
  » draw students, faculty from across Harvard
  » engage the community, industry
» Have new, re-invented, better space in Allston and Cambridge
» Be more diverse (faculty, staff, students)
» Host more high-impact industry partnerships, translational research
» Have a critical mass of faculty
» Be a model for cross-university collaboration
» Play a greater role in Gen Ed
» Be an engaged citizen within our communities
VALUES

Respect for all

Agility

Service to the greater good

Institutional citizenship

A culture in which it is safe to express ideas

Creativity

Diversity of backgrounds and perspectives
MISSION

The Office of Finance provides strategic decision support, sound financial planning, internal control, and customer service to seas faculty, staff and students, university colleagues, and external stakeholders.

We foster a culture that promotes financial discipline and sustainability, transparency, and collaboration.

By doing so, the Office of Finance supports the school’s mission to serve society and address global challenges through education and research.
**ENGAGEMENT**
- Do you set a high bar for your work and motivate others to exceed expectations?
- Do you help others when they have a heavy workload?
- Are you personally connected and have a constructive attitude towards the team, office, and our school?
- Do you embrace change?
- Do you evaluate both your work and the team’s and initiate efforts to improve?
- Have you demonstrated your own commitment to professional development and growth?

**ABILITY**
- Do you make the most of your current role and responsibilities, wringing lessons from all your experiences?
- Are you recognized as an expert in the field by people within and outside the organization?
- Do you demonstrate strong interpersonal skills and emotional intelligence?
- Do you demonstrate the energy and confidence to take on new tasks, including knowing when to work through challenges yourself and when to raise your hand for help?
- Have you demonstrated consistent application of efforts and accurate results?

**ASPIRATION**
- Do you display initiative and increase your responsibility year after year?
- Do you broaden your exposure outside of your role?
- Do you demonstrate a desire to know how things work and if they can be improved?
- Do you demonstrate a strong work ethic?
COMMUNICATE TIMELY & EFFECTIVELY

» **Respond to voicemail or email within 1-2 business days.** If you do not have an answer, acknowledge, ask for timeline to determine urgency, keep requestor up to date with progress.

» **Confirm when a task has been completed/close the loop.**

» **Pave the way for tough decisions.** Discuss with the requestor and other stakeholders in advance of a decision to make sure you understand the situation and have considered their perspective.

» Given our customer service orientation, our answer should rarely simply be “no”. Employ the “Positive No” approach: *Yes, No, Yes.* *(Yes, thank you for reaching out in advance, I am happy to help; No, unfortunately, the policy does not allow this; Yes, here is some context about why this is disallowed, and offer an alternative).*

» **Supplement email with phone calls and/or face-to-face meetings.** Document important conversations with a follow-up email.

» **When communicating change, include the purpose of the change:** why are we doing this? Why did we have to change? What are we trying to accomplish? If people have a clear sense of purpose, they will be much more willing to participate.

» When sending mass emails, include a note in parenthesis at the beginning of the email [letting people know if the content requires action] or if it is purely informational.

» **Install voicemail-to-email** to ensure timely receipt of messages.

BE PROACTIVE AND TAKE THE INITIATIVE

» **Take time to document processes/deadlines** to create an audit trail, opportunity for re-performance and future refinement. Share this information with stakeholders.

» If something comes across your desk, be willing to shepherd it/follow through to ensure questions are answered/needs are met. You do not necessarily need to know the answer, but you should be willing to find the person that does know the answer and make the connection.

» **Do not reinvent the wheel.** Develop a network of peers to call when questions arise. We rarely face issues that have not been encountered by one of our colleagues around the university.

» If you see something, do something. **Raise issues and propose solutions.** Employ the “small test of change” approach. Keep your supervisor updated to ensure your efforts are in line with other goals and initiatives.

» **Be thoughtful about the implications of changes.** Consider impact to people and processes and engage a few key stakeholders to ensure buy-in.
STAY ORGANIZED AND PLAN AHEAD

» Look ahead and anticipate workflow. Raise your hand if you are too busy, need help, or have capacity.

» If you initiate a meeting: send a calendar invite, share an agenda, and distribute materials in advance to maximize productivity.

» When invited to a meeting: review pre-reads in advance and be prepared to contribute to the conversation. Coordinate with other participants to ensure someone has the responsibility of following-up with a summary, action items, and next steps.

» Prepare for time away (vacation and other absences):
  1. Request time off in advance
  2. Communicate what you have on your plate (upcoming meetings, deliverables, etc.) and write a few brief notes regarding your plan to accomplish these, along with a backup designee
  3. Send an out-of-office message and update the shared vacation calendar. For longer requests, communicate with key colleagues in advance.

PRACTICE REAL-TIME FEEDBACK

» Practice sharing both positive and constructive feedback, and encourage others to do the same. Giving and receiving feedback is important for everyone’s growth and development.

» Upon completion of a process or deliverable, ask for feedback and use that information to inform future efforts.

» Approach the performance review process thoughtfully and complete deliverables timely.

» Managers should share news, information, and feedback with their employees; employees should similarly manage up.

BE PROFESSIONAL & SELF-AWARE

» Invest in relationships. Connect with coworkers/peers often to ask for feedback (outside of typical/day-to-day work questions).

» While risk-taking is encouraged, we are Finance people; our work is expected to be accurate and complete.

» Be cognizant that you are a subject matter expert and our customers may not be. Make sure your instructions are understood.

» Act and dress appropriately for the business setting.

» Limit non-work activities during business hours.

» If you have extra capacity, ask a coworker if they need help, connect with a colleague, or let your manager know.

» When teleworking, employees must engage only in Harvard work; no other substantive work, such as child care or personal projects, should be conducted during work times. Use Paid Time Off for these situations.

PARTICIPATE

» Participate in school and university events including All Finance Meetings, Executive Dean Coffees, All Hands Meetings, Chalk Talks, HR offerings, and other trainings and workshops. Share what you learn with others.

» Invest in your own career growth and development. Attend CWD classes or other learning opportunities often.

» Engagement is a shared responsibility; identify ways to increase engagement in your group.
## Competency Development

Examples of growth and development at any level in your career. Adapted from the Harvard Office of Financial Strategy and Planning.

### 1. Conscious Competence

**Able to use the skill with effort**

**Work Style**
- Delivers work on time, accurately and well-presented
- Meets deadlines; is well organized
- Prioritizes workload sufficiently with manager input

**Problem Solving**
- Handles agreed-on analysis well; is on top of the details
- Derives “so what's” from analysis
- Identifies problems and possible solutions

**Teamwork & Leadership**
- Participates thoughtfully and consistently in team discussions; comments help to move the conversation forward.
- Acts as a helpful resource to the team.
- Makes consistent effort to contribute to team efforts.

### 2. Unconscious Competence

**Skill becomes automatic**

**Work Style**
- Structures own work; anticipates work based on team needs
- Contributes to organizational support and planning
- Connects work to the big picture and the school’s mission, vision, values
- Completes tasks with limited supervision from manager

**Problem Solving**
- Structures own analyses and constructs new analytical approaches
- Identifies core issues and develops perspectives.
- Derives actionable recommendations from analyses and implements solutions.

**Teamwork & Leadership**
- Is a team thought-leader, even outside of immediate scope / portfolio.
- Is sought out by and actively draws in others
- Motivates others; manages expectations and actively seeks / delivers guidance to team and manager
CONSCIOUS COMPETENCE
Able to use the skill with effort

EXTERNAL RELATIONSHIPS
» Builds solid working relationships with others
» Is sensitive to the needs of others and gains respect
» Viewed as a helpful resource

PRESENCE & COMMUNICATION
» Participates in meetings
» Speaks articulately; asks relevant questions
» Captures the message clearly and concisely in written and verbal communications
» Recaps key points of meetings
» Suggests “the what” when giving others feedback

OWNERSHIP & INITIATIVE
» Demonstrates initiative
» Accountable for own work; keeps track of open items
» Readily accepts follow-up that expands on prior work
» Thinks about new and better ways of doing things in areas of expertise
» Follows up and asks for timely feedback

UNCONSCIOUS COMPETENCE
Skill becomes automatic

» Leverages network to identify and implement best practices and solutions to common problems
» Proactively engages with community as a thought-partner and advisor

» Can steer conversation and facilitate meetings
» Addresses broader issues as well as factual questions; frames problems in an insightful way for discussion
» Able to communicate to senior audiences, even when the conversation goes “off script”
» Recaps key points of meetings and proactively identifies next steps
» Recommends “the how and why” when giving others feedback with consideration to big picture

» Takes leadership role on projects
» Builds on prior work to improve future work
» Anticipates and suggests areas of follow-up
» Regularly suggests and refines new and better ways of doing things
FY19 Goals

DEAN DOYLE

» Diversity, Inclusion and Belonging
» Support new master’s degree programs
» Industry collaborations
» Branding
» External relations*
» Non-degree education*
» Active Learning*
» Administrative review*

*via Executive Team task force

EXECUTIVE DEAN FOR ADMIN AND FINANCE

» Continue Allston & dual campus planning (see addendum)
» Complete MYFP/ sustainable financial model, pending FY18 outcomes (w/Tim F.).
» Possible changes with changes in FAS and DivSci leadership changes.
» Complete computing/IT strategic plan (w/Jim).
» Continue to prioritize diversity, inclusion, and belonging.
» Clarify SEAS Title IX processes.
» Continue priority of enhancing relationships with industry/corporations (w/Ellie).
» Evaluate administrative organization, especially area administration, in light of strategic priorities dual-campuses, and faculty and student growth.
» Start conversations with Wyss about SEC logistics, IP management, and renegotiate OH MOU.
» On-board new Assistant Dean for Human Resources.

» Update LEMP, Business Continuity Plans, and Risk Assessment, as a result of new operation models with FAS and dual-campuses.
» Enhance use of Executive Team, Management Operations Group, and Executive Deans’ Coffees.
» Offer SEAS Leads 3.0.
» Assess and possibly continue Mentoring Circles for staff.
» Support team in goal achievement (see addendum)
**ASSISTANT DEAN FOR FINANCE**

Continue toward sustainable financial plan, including:

- FAS financial model
  - (including Compact review)
- SEC financial model
- Space planning and rationalization
  - (Cambridge and Allston)

- Participate in Administrative Review Committee to examine any adjustments to our organizational structure that may be warranted by the move to a dual-campus operating model, including potential for FTE growth in MYFP and/or budget (with Tim B)
- Explore impact of sustained undergrad-uate student growth on teaching needs, including undergrad-uate and expansion of master’s and non-de-gree programs, in conjunction with MYFP (with Peter).
- Participate on the non-degree task force, to review SEAS activities in non-degree education, explore opportunities, and advise the Dean about future direction for school efforts (with Cathy Chute)
- Reestablish Finance’s central role in developing fiscal policies and procedures, compliance and control, efficiency and effectiveness of systems by re-branding Fin Ops to meet current business needs (training and guidance, monitoring, process improvement); clarifying intersections of responsibilities and authority between the Areas/RAO and Finance; developing an annual work plan with input from the community; reimagining Finance/Area focus groups to work together to achieve annual work plan (with Beth)
- Support Institutional Research maturation by bolstering capacity and aligning priorities with School leadership
- Pilot a streamlined process for acceptance of corporate funding (with Ellie, Crate and OVPR)
- Complete budget control and planning improvements with Faculty Affairs and Academic Programs (with David and Diane)
- Support program development, including MDE, MDS, MS/MBA, and Business Analytics
- Update Institutional Risk Management and Business Continuity Planning as a result of new operating models with FAS in facilities, research ops, etc.
- Support new systems implementations, including Positioning Tracking and Control (with HR), new graduate student funding database, and Buy2Pay
- Continue mentoring circles for SEAS staff
- Update “SEAS Finance Alignment” to frame priorities for staff alignment and to share priorities with other SEAS departments
- Share information: revise approach to monthly All Finance meetings, meet more frequently with Finance and Areas
- Establish process to review MOU’s annually
- Review graduate student funding challenges, including payroll/operations and graduate student economics
- Prioritize diversity, inclusion, and belonging by reviewing the Climate Survey results, participating in School-wide conversations and trainings, facilitating conversations within Finance, and continuing to foster an inclusive and welcoming team environment.

Continue toward sustainable financial plan, including:

- FAS financial model
- SEC financial model
- Space planning and rationalization (Cambridge and Allston)
OFFICE OF FINANCE

CULTURAL GOALS

» One Finance (build on existing team synergies and cross-team projects)

» Invest in relationship building (“walk the plant floor”)

» Share information and deepen partnerships with key partners (RAO, ADRAFs, ADs, etc.)

» Maintain strong culture of flexibility (balanced with business needs)

» Balance ability to prioritize work with agility... once started, finish!

» Welcome individuals from diverse backgrounds, perspectives

» Deepen SEAS’ university reputation as open and transparent

» Promote SEAS at the university-level and SEAS Finance internally

» Maintain emphasis on professional and career development by:
  » Expanding definition of “growth”
  » Establishing ground rules
  » Talking regularly
  » Providing opportunities via: education, exposure, and experience
OTHER OFFICES

ALLSTON AND DUAL CAMPUS PLANNING

» Draft Cambridge back-up plan.  (Pam CR)

» Allston equipment/cores.  (Leigh)

» Start lab and office move logistics.  (Pam CR and Leigh)

» Complete food service plans, including College meal plan.  (Tim B.)

» Refine operating budgets.  (Tim B. and Tim F.)

» Develop space governance practices and policies.  (Pam CR)

» Academic program planning with FH and DH.  (Tim B.)

» Continue administration change management.

» Plan for community transition and maintenance.  (Annemarie)

» Finalize research space policy/guidelines.  (Pam CR and Leigh)

» Continue IT planning with HUIT and SEAS IT.  (Pam CR and Jim)

» Assist in developing research innovation program.  (Tim B.)

ADMINISTRATION AND FINANCE TEAM

AREA ADMINISTRATION

» Area administration model

» Faculty off-boarding

» Right-size individual faculty support

» Dual campus organization

COMPUTING/IT

» Strategic planning process

» Research computing model

» New web page

CORPORATE PARTNERSHIPS

» Strategic plan Faculty Affairs

» Financial coordination

» Cluster changes

HUMAN RESOURCES

» SEAS Leads 3.0

» Mentoring circles

» Area administration model

» Dual-campus community transition and maintenance.

RESEARCH ADMINISTRATION

» Area admin support model

RESEARCH OPERATIONS

» SEC equipment & core op model

» Wyss operations (with FAS facilities)

» Dual campus lab safety

SPACE PLANNING & DESIGN

» Cambridge space planning

» Allston and dual campus planning
RECOMMENDED READING

The Political Economy of Cost Control at a University Campus
Lawrence S. Bacow

Learn to Love Networking
Harvard Business Review

Power of A Positive No
William Ury

Leading Your Team Through Change: the 4 P’s
William Bridges

Blended Learning for Leadership
Center for Creative Leadership

How to be a CEO, From A Decades Worth of Them
New York Times

Make Your Values Mean Something
Harvard Business Review