



EMORY
UNIVERSITY

**Business Practice
Improvement**

Business Practice Improvement

EMORY UNIVERSITY'S MANAGEMENT CONSULTING PRACTICE

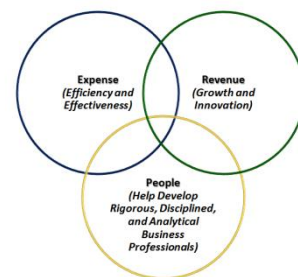


*"Let us stand by what is good and try to make it better."
- Atticus Haygood*

About BPI

Mission & Vision:

The Office of **Business Practice Improvement (BPI)** has three foci: **process improvement, innovative program solutions, and people and resource development.** BPI provides a **structured, transparent, and data-driven approach** to solving complex and ambiguous challenges across the University. Our solutions **drive improvements to operations, lasting change, and innovations** that result in efficient and effective business operations to facilitate Emory's mission.

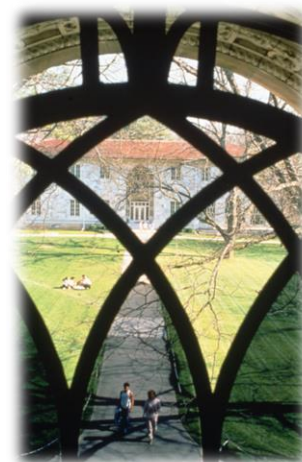


BPI: Engaging in support of thinking and acting strategically.

Core Values:

BPI's goal is to serve the overall best interests of Emory University, its faculty, students and staff, **in pursuit of Emory's vision.** Among BPI's core values:

1. We value **integrity, honesty, and candor.**
2. We value **clear, transparent communications.**
3. When problems arise, we do not point blame, but rather **focus on solutions.**
4. We operate out of **mutual respect** for our colleagues and their work.
5. We maintain the **'big picture' of Emory's best interests,** and resist the temptation to protect local interests.



Key Services

- Application of Analytical Tools and Technology
- Benchmarking and Best Practice Application
- Business Effectiveness Assessment
- Change Management
- Efficiency Design
- Financial Forecasting and Pro-Forma Construction
- Growth Enablement
- New Venture Development
- Operational Improvement
- Problem Solving and Solution Development
- Project Management
- Qualitative and Thematic Analyses
- Quantitative Analytics
- Service Structure Design
- Strategic Business Planning
- Thought Leadership

Collaboration and Project Oversight

BPI projects are **inclusive of people** from across the enterprise:

1. BPI is **overseen** by a **Governing Advisory Committee** of Emory EVPs, Chair(s) of the Faculty Council, faculty members, and Deans' representatives.
2. Each **project** is led by an **Executive Committee** in addition to representatives, key stakeholders, and project sponsors and operated by broad-reaching **Working Groups**.
3. Projects **seek input from various stakeholders** through interviews, focus groups, surveys, sounding boards, and other methods.

Our Experience and Representative Projects

➤ **Research Administration Services:**

Addressed multifaceted issues in the support of \$550M of sponsored research. Implemented solutions to improve operations: Redefined roles and responsibilities for unit-based sponsored programs' administration; eliminated inconsistencies; balanced resources; reduced redundancies. Launched novel 'hybrid' shared services model with locally-based units operating under common SOPs, now being implemented university-wide.

➤ **Corporate Card Implementation + Travel & Expense Enhancements:**

Led technical, operational, and change management implementation of improvements in Travel & Expense policies and operations, coupled with the launch of a new Corporate Card. This project has simplified the user experience, developed uniform and clear policies, reduced redundant and unnecessary steps, increased adoption of the corporate card, and resulted in significant savings.

➤ **Global Services:**

Examined Emory's current state of global support to faculty and staff. Assessed areas of strength and weakness; developed a set of recommendations for how such support can be improved. BPI developed and launched a Global Services Function within the Office of International Affairs, with a mission of providing education, guidance, assistance, and networking to support the international work of Emory's faculty and staff.

➤ **ARRT (Award Reconciliation and Review Tool):**

Developed a toolset that integrates with PeopleSoft and automates the collection and analysis of sponsored program financial data. Utilized collaborative workshops with end users (both departments and central units) to design the desired end-product. Oversaw the writing of custom reports in PeopleSoft to feed a BPI-developed macro-driven spreadsheet tool. ARRT dramatically reduced financial reconciliation time, resulting in significant savings, as well as eliminated confusion and miscommunication among finance offices.

About Emory's Consulting Practice: Business Practice Improvement

Our Consulting Objectives

- Develop solutions that will eliminate inefficient or duplicative work.
- Focus on effectiveness, efficiency, qualitative ROI, and cost savings.
- Decrease frustration and enhance productivity in Emory's operations.
- Facilitate the improvement process, applying industry-leading practices.
- Develop thought leadership and innovation.
- Support the institution's academic, research, scholarship, and clinical missions via improved and scalable services.
- Develop and implement collaborative practices and policies that:
 - are sensible,
 - accomplish clearly articulate goals,
 - are cost-effective,
 - are service-oriented,
 - include effective internal controls,
 - support responsible stewardship of Emory funds,
 - meet regulatory compliance requirements in a sensible way.

Our Broad Experience

Our staff brings a wide range of academic and professional expertise to the practice. These capabilities come from experience in organizations that include:

- *Accenture*
- *Bain and Company*
- *Emory University, Office of the EVP for Business and Administration*
- *Emory/GaTech Predictive Health Institute*
- *Huron Consulting*
- *Johns Hopkins University, School of Advanced International Studies*
- *Kaplan, Incorporated*
- *PricewaterhouseCoopers, LLP*
- *SunTrust Robinson Humphrey*
- *University of Miami Miller School of Medicine*

Our Team

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