**Research-Finance Review**

**Introduction:**

Thank you for participating in the Research-Finance Review process. The Research-Finance Review has a very broad scope and is looking at all finance and research finance services with a view to identifying gaps in service delivery, improvements to current service delivery and opportunities for synergies or streamlining services. Services that may be considered include but are not limited to:

* Strategic Planning
  + Planning to ensure unit plans fall within University Strategic Planning
  + Setting Standards and KPI’s
* Financial reporting
  + Internal reporting / Management Reporting
  + Ad hoc reports
  + Ministry Reporting
  + Granting agencies
  + Contracts (Research, Vendors, other)
  + Various internal committees
  + Senate and Board of Governors
* Risk Management
  + Operational, reputational risk identification, mitigation and monitoring
  + Enterprise wide risk management
* Financial oversight
  + Policy development
  + Supervision of policies to ensure compliance
  + Compliance to legal requirements, internal requirements and sponsor requirements
  + Provision of advice and assistance to departments, faculty, staff and students
  + Monitoring standards and KPI’s
  + Monitoring Budgets
* Audit preparation
  + Research (sponsor compliance audit and individual sponsor audits, year-end audits)
  + External audit (financial year end etc.)
  + Internal audit
* Budgeting
  + Preparation of budget meeting University requirements
  + Ensure budget plans correspond to Strategic Planning
* Treasury / cash management
  + Performed centrally to ensure funds are available as required and invested appropriately
* Financial transactions:
  + Payroll (including Hospital payroll performed by FHS)
  + Travel
  + Accounts Payable
  + Accounts receivable / collections
  + Reconciliations (bank/ RMA/ Other)
  + Strategic Procurement /purchasing
  + Journal Entries (and approvals)

The questions below are meant to get you thinking about the upcoming interview session and also to give you the opportunity to provide detailed, documented feedback that will be consolidated and shared confidentially with the Committee.

Please answer each of the questions below to the best of your capability. If you do not have feedback on a specific question, please leave the question blank. In your responses, please take an expansive view of finance and research finance services. The Committee is interested in all facets for finance and research finance services delivered across the university.

**Name:**

**Faculty/Department:**

**Role:**

**Questions:**

1. What Finance and Research Finance services do you currently use and/or provide? Has MOSAIC helped in the use and/or provision of these services (including impact on workload)? Do you have any feedback around MOSAIC that you would like to share?
2. What are the highest priority Finance and Research Finance services you use and/ or provide?
3. Do you believe Finance and Research Finance services are effectively organized? Do you feel they are appropriately resourced and funded?
4. Are there specific Finance and Research Finance services that you feel are required that are not being offered?
5. Are there Finance and Research Finance services provided that are relevant to you but you choose not to utilize? Please provide the rationale for not using these services.
6. Are there Units/Faculties that appear to be providing the same or similar Finance and Research Finance services? Are you aware of the rationale for having these units provide the same or similar services (for example, resource issues, unable to fill the need elsewhere, lack of alignment or collaboration)? Do you feel there are opportunities for synergies or streamlining of services currently offered?
7. Are there Finance and Research Finance services being provided that do not seem necessary or are redundant?
8. What do you feel is preventing you from providing service or doing your job?
9. Do you feel you have a voice in the planning and implementation of Finance and Research Finance services at McMaster? E.g. implementation of new systems, policies, procedures?
10. Would you describe McMaster’s Finance and Research Finance services as leading edge or lagging edge? How do you feel this situation evolved?
11. Are there specific strategies in your Department/Faculty that will require new or different Finance and Research Finance services in the future or require a change in the way Finance and Research Finance services are delivered?
12. Are there best practice models that you feel should be considered and/or do you know of institutions that are successful in their Finance and Research Finance service delivery? What improvements for delivering Finance and Research Finance services could be made at the University?
13. Do you have any other information or feedback that you would like to share?