

# **Al-Quds & Brandeis Partnership Administration & Finance Exchange**

Report: Visit to Brandeis University, May 1–5, 2006

June 27, 2006

**Exchange Leaders:** Imad Abu-Kishek, Peter French, and Perry Hanson

**Partnership Directors:** Khuloud Dajani and Daniel Terris

**Project Staff:** Josh Wilson and Stephanie Gerber Wilson

## Executive summary

During the week of May 1–5, 2006, seven senior administrators from Al-Quds University visited Brandeis University as part of the Al-Quds & Brandeis Partnership's Administration & Finance Exchange. Each Al-Quds visitor, paired with a Brandeis counterpart, participated in a weeklong series of discussions about Brandeis business practices with appropriate Brandeis functional specialists. In addition, the entire group of visitors attended presentations about Brandeis business practices in the areas of human resources, budget & planning, and financial affairs. Throughout the week, informal lunches and dinners enabled the Brandeis and Al-Quds counterparts to share ideas informally and develop rewarding personal relationships.

## Group events

During their time at Brandeis, the Al-Quds visitors participated in the following group events:

1. An opening meeting, including:
  - Opening presentations from partnership director Dan Terris, exchange co-leader Perry Hanson, and exchange co-leader Imad Abu-Kishek about Brandeis University's vision for the partnership and the goals of the exchange.
  - Introductions of exchange participants from Brandeis and Al-Quds Universities, followed by statements about each participant's role at his/her university.
2. An opening presentation from Imad Abu-Kishek, conducted in Arabic, about what he had learned during his discussions with members of Brandeis' senior management team. Imad discussed the strengths and weaknesses of the processes and systems at Al-Quds compared to those at Brandeis. He also identified several opportunities for strategic change at Al-Quds. Finally, he charged his deputies with their goals for the weeklong visit, encouraging them to closely observe the business processes in place at Brandeis and make comparisons with those used in their own work.
3. A welcome reception, featuring photos of Al-Quds University taken by Brandeis University Photographer Mike Lovett, attended by over fifty Brandeis faculty, staff, and students. This reception provided an opportunity for members of the Brandeis

community to greet the Al-Quds visitors, welcome them to Brandeis, and talk informally with them. These conversations generated a great deal of awareness about the partnership as well as a substantial amount of goodwill.

4. A series of presentations from Brandeis senior management and administrators:
  - Peter French, Brandeis Executive Vice President and Chief Operating Officer, discussed strategic change at Brandeis since 1995.
  - Debra Gratto, Associate Vice President for Human Resources and Employee Relations, provided an overview of the roles played by the Human Resources department at Brandeis.
  - John Richard, Assistant Vice President for Budget and Planning, summarized the annual budget planning process at Brandeis.
  - Tracey Leger-Hornby, Assistant Vice President for Business Redesign and Human Resources Information Systems, and Lisa Demings, Manager of Administrative Information Systems in Library and Technology Services, together provided a history of the PeopleSoft implementation project at Brandeis. They also addressed future goals for the redesign of business processes surrounding the hiring process.
  - Maureen Murphy, Vice President for Financial Affairs and Treasurer, discussed the business processes used to manage financial affairs at Brandeis.
5. Informal lunches and dinners held throughout the week. At these meals, Brandeis counterparts and Al-Quds visitors were able to interact on a personal level, share knowledge informally, and build memorable and rewarding interpersonal relationships.
6. A concluding lunch at which the exchange co-leaders and participants were able to share reflections about what each person had learned during the weeklong experience.
7. A meeting with Brandeis President Jehuda Reinharz at which President Reinharz and Imad Abu-Kishek shared their visions about future collaborations between Brandeis and Al-Quds.
8. A final discussion, conducted in Arabic and led by Imad Abu-Kishek, about observations made and conclusions drawn by the Al-Quds visitors during their visit. The group discussed potential areas for strategic change at Al-Quds, determined that change was needed, and came to consensus about a series of next steps. The group agreed that they had achieved the goals for their visit and left Brandeis ready to begin planning for change at Al-Quds.

## Individual meetings and discussions

### **Activities for Nasser Alafandi, Director of Services**

*Brandeis counterpart:* Mark Collins, Vice President for Campus Operations

Nasser Alafandi participated in meetings with Brandeis staff on a diverse range of topics, including:

- The structure and budget of Brandeis' Campus Services organization
- Grounds and facilities maintenance
- The role of Public Safety
- Vendor relationships
- Working with unionized labor

*Budget and organizational structure of Campus Services.* At the start of Nasser's visit to Brandeis, he sought to learn as much as possible about the budget and organizational structure of Brandeis' Campus services organization. He discovered that the Services department at Al-Quds operates in all areas with far greater limitations in funding, staffing, and equipment than the Campus Services organization at Brandeis.

*Grounds and facilities maintenance.* Nasser was intent on discovering how Brandeis maintains its grounds and facilities. He was fascinated to learn that Brandeis allocates only 7-8 full time employees for grounds maintenance, and enhances the productivity of those staff members through investments in vehicles and other commercial-grade equipment. This approach was not one that Nasser had observed before. By contrast, the Services department at Al-Quds has many more employees, but makes little or no use of equipment to save time and labor.

*The role of Public Safety.* Nasser also explored the role played by Public Safety at Brandeis. Here, the security presence provided by Public Safety is only one part of the department's role on campus. Because his security group's role is much more focused, Nasser was surprised to learn that at Brandeis Public Safety is also involved in transportation, sponsors BEMCO (the student group that serves as a first responder during medical emergencies), and handles traffic control.

*Vendor relationships.* During his conversations with staff from Dining Services, Nasser learned that Brandeis contracts with Aramark, an external vendor, to provide food service on campus. During later conversations with Brandeis staff, Nasser explored the ways in which Brandeis holds Aramark to performance, cost, and customer satisfaction standards. Since dining services at Al-Quds are operated as a concession, Nasser has only limited control over the provision of food service on his campus. Since he has been investigating alternative models for outsourcing dining services, he was pleased to have the opportunity to closely observe Brandeis Dining Services.

*Working with unionized labor.* Since the union contracts at Al-Quds are not as detailed and structured as the contracts in place at Brandeis, Nasser wanted to observe how Campus Services interacts with the unions on campus and unionized employees. His

conversations with Campus Services staff about this topic addressed wages, break times, grievance procedures, overtime, and other issues.

**Activities for Mohammed Alamayra, Personnel Technology Specialist**

**Brandeis counterpart:** Tracey Leger-Hornby, Assistant Vice President, Human Resources / Business Design

Mohammed Alamayra and Wail Qaddomi jointly participated in meetings with Brandeis staff on the following topics:

- Daily operations in Human Resources and Administrative Information Services departments
- Data entry and retrieval in the PeopleSoft system
- Processes and decision making for hiring, employee evaluation, and benefits administration

These meetings addressed two topics in considerable depth:

*Systems.* Mohammed is a systems programmer and applications developer at Al-Quds. He was keen to see how Brandeis implemented its systems and how they interact with each other. He was eager to learn how the university interacts with its software vendor and whether Brandeis is satisfied with the vendor's services and products. He was very skeptical about the university's investments and had a strong bias toward open source and "home grown" systems. Although he did not have an opportunity to fully explore the depth and complexity of the many modules in Brandeis' system implementation, he did see demonstrations of several components. Mohammed also demonstrated the personnel information system he developed at Al-Quds for the Brandeis HR staff. His systems are interactive and he has built integration points with the financial systems at Al-Quds.

*Interactions between departments.* Mohammed and Wail were interested in how requests for system changes or new business processes were accomplished. During several meetings, the discussion focused on the interchange between LTS and functional departments such as HR. The more formal and larger structure of Brandeis' technical support operation was in direct contrast to the model Al-Quds now uses. Wail requested a transfer for Mohammed from the IT department into HR. In their current model, Wail decides what information needs he has and asks Mohammed to develop something to accommodate it. Mohammed focuses on HR only and is free to work on any creative solution he can devise.

## **Activities for Feras Barakat, General Accountant**

*Brandeis counterpart: John Richard, Assistant Vice President for Budget and Planning*

Feras Barakat participated in meetings with Brandeis staff on the following topics:

- The Brandeis budget development process and systems
- The role of the general accounting group at Brandeis
- Communicating with departmental budget managers
- Controlling unexpected costs
- The impact of fundraising on budget development

*The budget development process and systems.* At the start of his visit, Feras participated in a meeting with John Richard to learn about the budget development process at Brandeis and about the systems in place to help Brandeis manage its budget. Later in the week, he participated in several discussions between Brandeis departments and Budget and Planning staff. During these meetings, he was able to observe the Brandeis budget development process in detail.

*General accounting.* Feras discovered that the General Accounting group at Brandeis is responsible for monitoring accounts, reconciliation, and error. Feras asked several questions about the role of other departments in the accounting process. These questions indicated that the financial administration and accounting functions were more centralized at Al-Quds than at Brandeis. In addition, Feras requested a copy of the job description for various staff members in the Office of Financial Affairs, such as the Payroll clerk, AP clerk, and Senior Accountant.

*Communicating with departmental budget managers.* During his visit, Feras attended one of the regular meetings with the staff members who manage their departments' budgets. These meetings enable the Budget and Planning department to communicate with the budget managers, deliver training to help them implement new budget procedures, and discuss issues of concern for the group. This discussion allowed Feras to observe how Brandeis maintains open lines of communication between the Office of Budget and Planning and the university's diverse units.

*Controlling unexpected costs.* Brandeis, like Al-Quds, faces unexpected costs each year. During a meeting with staff from the Facilities department, Feras participated in a discussion about strategies that help Brandeis quantify unexpected costs and attempt to manage them.

*The impact of fundraising on budget development.* Feras also explored the impact of fundraising and gifts on departmental budgets at Brandeis. During these discussions, Feras learned about the various kinds of financial gifts Brandeis receives and how they play a role in funding the work of the university. In addition, participants at these meetings discussed methods for engaging and communicating with donors.

## **Activities for Ameen Dewabshe, Director of Grants and Projects**

*Brandeis counterpart: Paul O'Keefe, Director of Sponsored Programs*

Ameen Dewabshe participated in meetings with Brandeis staff on the following topics:

- Systems for managing grant activity
- Interaction between central administrative units
- Interactions between investigators/departments and central administrative units
- Staff roles and responsibilities
- Development and application of the Indirect Cost Rate

*Systems for managing grant activity.* Staff from the Office of Sponsored Programs (OSP) exposed Ameen to a variety of systems employed to track and manage grant activity, including the PeopleSoft financial system, the OSP grant database, the Heller School pre- and post-award tracking system, and the web-based proposal approval application being developed jointly by OSP and Library & Technology Services. The last of these systems is intended to bridge the gap between all of the other (non-integrated) systems.

*Interaction between central administrative units.* Ameen had the opportunity, in several meetings, to see how OSP interacts with various parts of the Controller's Office, as well as with LTS in providing services to investigators.

*Interactions between investigators/departments and central administrative units.* Ameen met with OSP staff and Heller staff to discuss how departments interact with central administrative units in managing grants across the sponsored project life cycle. Specifically, we discussed the distinctions between pre- and post-award activity, and the relationship of departments with OSP (at the pre-award stage) and with the Controller's Office (at the post-award stage). During this meeting, Heller staff also briefly demonstrated their database system for tracking grant activity.

*Staff roles and responsibilities.* Above and beyond the relationships between various administrative units, Ameen was quite interested in the specific responsibilities of individual staff, particularly in the Controller's Office. Quite a bit of the conversation with the Sponsored Programs Accounting (SPA) staff in the Controller's Office (Loretta Bemis and Denise Rouleau) focused on the job descriptions of the front-line grant accountants. Specific topics include responsibility for approving transactions, financial reporting to sponsors, and billing and receivables management, as well as the supervisory systems in place to ensure compliance.

*Indirect Cost Rate development and application.* Ameen had specific interest in how Brandeis develops its institutional indirect cost rate and applies it to specific projects. During this conversation, which included Tim Johnson and John Wiswall from the Controller's Office, the group also discussed the need for a comprehensive space survey, and a variety of audit issues related to the indirect cost rate.

## **Activities for Khalil Jamoos, IT Specialist**

*Brandeis counterpart: Kelsey Libner, Web Development Librarian*

Khalil Jamoos participated in meetings with Brandeis staff on the following topics:

- Merger of library and Information Technology Services; LTS organization chart
- Use of technology to support delivery of library resources, cataloging workflow, provision of research and instructional services, and desktop support
- Integration between library systems and other campus systems such as PeopleSoft
- Network topology, including internet, voice-over-IP phone system, and security considerations
- Planning for equipment upgrades and network upgrades, including costs, decision-making, and purchasing
- Systems maintenance and troubleshooting
- Services and training for web publishers

In these discussions, Khalil sought to explore a diverse range of topics.

*Open-source vs. vended software.* Al-Quds tends to build its own systems internally, while Brandeis tends to license software from external vendors. For example, Al-Quds built its HR system, library catalog, and web content management system. Brandeis instead licenses large-scale systems from vendors including PeopleSoft (HR system), ExLibris (integrated library system), and WebCT (course management system). Khalil observed that an advantage of using external software is that it is fully functional, while software built internally is not fully functional and constantly in development.

*Comparison of organizational structure.* Khalil noted some differences between the organizational structure of his department and that of Brandeis Library & Technology Services. At Al-Quds, Khalil works in an MIS (Management Information Systems) department which includes a web designer and a help desk function. At Brandeis, the TechDesk is a separate unit within Library & Technology Services while design services are provided by the Office of Communications. Both institutions rely heavily on student employees to supplement the work of full-time staff members.

*Comparison of staff roles.* Khalil's responsibilities at Al-Quds have been diverse. He noted that, because of scant resources, staff at Al-Quds have broad responsibilities. At Brandeis, staff members tend to be somewhat more specialized.

*Network infrastructure and security.* At Khalil's request, he met with Networks and Systems staff to discuss the Brandeis network's topology and infrastructure. Khalil mentioned that Al-Quds is the target of many attacks from hackers, so the topic of network security was highly relevant.

*Comparison of systems and services.* In certain areas Al-Quds seemed to be more advanced than Brandeis. For example, they have a functioning web content management system (CMS), while Brandeis is just beginning to implement a web CMS. Al-Quds' may be better positioned to integrate data from various campus information systems.

Because systems at Brandeis have been purchased from different vendors, Brandeis may not be able to achieve the same level of integration across systems.

### **Activities for Nidal Mohsen, Financial Aid Specialist (IT)**

**Brandeis counterpart:** *Sherri Culp, Associate Director for Financial Aid and Student Employment*

Nidal Mohsen participated in meetings with Brandeis staff on the following topics:

- Financial aid application and awarding process
- Financial aid systems
- Customer service and one-stop shopping service model

*Financial aid application and awarding process.* Throughout the exchange week, Nidal investigated the various types of federal, state, and institutional financial aid funds available to students at Brandeis University as well as the application materials required to apply for these funds. In addition, he learned about the formulas used to determine a student's eligibility for federal, state, and institutional financial aid as well as of the criteria that Brandeis uses to determine the percentage of a student's need that is met with institutional scholarship funds. Finally, Nidal explored the financial aid budgeting process that occurs each fiscal year.

*Financial aid systems.* Nidal observed a demonstration of the PowerFAIDS financial aid software system and the SAGE billing system. He also learned about the student record and financial aid disbursement interfaces that occur between the two systems on a daily basis.

*Customer service and one-stop shopping service model.* Nidal received an overview of the customer service approach used by Student Financial Services, including the office's phone queue, website, e-mail system, appointment policies, and front desk configuration. In addition, he explored the one-stop shopping service model, which at Brandeis will soon include not only Student Financial Services (Financial Aid, Student Accounts, Student Loans and Student Employment), but also Undergraduate Academic Affairs and Student Support Services. Finally, he learned about the usage and training of undergraduate Work-Study students as Peer Counselors for our front desk area.

### **Activities for Wail Qaddomi, Director of Personnel**

*Brandeis counterpart:* Debra Gratto, Associate Vice President of Human Resources and Employee Relations

Wail Qaddomi and Mohammed Alamayra jointly participated in meetings with Brandeis staff on the following topics:

- Daily operations in Human Resources and Administrative Information Services departments
- Data entry and retrieval in the PeopleSoft system
- Processes and decision making for hiring, employee evaluation, and benefits administration

These meetings addressed several topics in depth:

*Hiring.* Wail and Mohammed received a guided tour of the Brandeis hiring process as well as documentation for each stage of the process.

*Benefits.* Wail and Mohammed also learned about the benefits structure at Brandeis and discussed the difficulty of assisting staff with challenging health and medical issues.

*Employee relations.* Debra Gratto reviewed HR's policies and programs, discussed the performance management guidelines in use at Brandeis, and provided information about counseling and conflict resolution services provided by HR. During this conversation, Wail shared many terrific approaches he uses at Al-Quds for managing and improving employee relations.

Some of the week's most fruitful learning opportunities took place during informal lunches and walks on campus. During one of these moments, Wail and Debra realized that their work philosophies have a great deal in common. They share the view that Human Resources/Personnel work is largely about listening, and they agreed that what people want and need most is to be understood. This moment, just one of many experienced during Mohammed's and Wail's week on campus, helped to cement rewarding personal relationships between the Al-Quds visitors and their Brandeis counterparts.

### **"Educating our communities"**

This visit also contributed significantly to the larger partnership goal of "Educating our Communities." The informal conversations between the Al-Quds visitors and members of the Brandeis community during the week and the individual meetings attended by each Al-Quds counterpart together provided a wealth of opportunities for education.

During the course of these meetings, nearly 100 Brandeis staff members had an opportunity to interact with a visitor from Al-Quds and learn about the political and social environment that surrounds Palestinian institutions of higher education. These

interactions greatly increased the awareness at Brandeis about Al-Quds University and the Al-Quds & Brandeis Partnership. Many of these conversations also left Brandeis staff members with the desire to learn more about Al-Quds and the challenges it faces. All told, a great deal of goodwill was generated on campus by these individual meetings.

Many of the group events and individual meetings were captured on videotape. In addition, videographers recorded comments and reflections by individual Al-Quds participants at the end of the week. Video footage recorded during the week will be available for the partnership's documentation project.

### **Follow-up possibilities**

Although the Al-Quds visitors have already begun to apply what they learned at Brandeis in informal ways, the following is a short list of next steps emerging from this milestone visit:

- Imad Abu-Kishek will complete a plan for strategic change at Al-Quds University by the end of June 2006. He will spend the 2006-07 academic year refining the plan.
- Senior leadership from Brandeis will visit Al-Quds University in 2007 to lend expertise as Al-Quds begins to implement Imad's proposals for change.
- The Brandeis counterparts and Al-Quds visitors will continue to consult informally and share ideas. Many have already been in contact since the Al-Quds visitors left Brandeis.
- The Brandeis counterparts will take part in occasional seminars about peacebuilding in the Middle East, the history of the region, and other related topics.

### **Brandeis contributors**

This visit was a strong success because of the generous contributions of a large number of Brandeis staff members. While the efforts of the Brandeis counterparts were critical to the success of the visit, the time and expertise shared by many other members of the Brandeis community also helped make the visit such a rich learning experience for the visitors from Al-Quds.

### **Brandeis counterparts**

Tony Chiefe, Financial Affairs  
Mark Collins, Campus Services  
Sherri Culp, Student Financial Services  
Debra Gratto, Human Resources  
Tracey Leger-Hornby, Human Resources  
Kelsey Libner, Library & Technology Services  
Paul O'Keefe, Office of Sponsored Programs  
John Richard, Budget & Planning

## **Meeting participants**

### *Participants in meetings with Nasser Alafandi*

Peter Baker, Facilities  
Aaron Bennos, Dining Services  
Ed Callahan, Public Safety  
Dennis Finn, Facilities  
Kevin Fleming, Facilities  
Sean Houlihan, Facilities  
Nancy Landry, Mail Services  
Glenn Myers, Facilities  
Michael Newmark, Dining Services

### *Participants in meetings with Feras Barakat*

William Bushey, Facilities  
Roman Cermak, Conference and Events Services  
Kristina Cherniahivsky, Crown Center  
Tony Chiefe, Financial Affairs  
Christie Cohen, Cohen Center  
Mark Collins, University Services  
Molly Corbett, Budget & Planning  
Rick Dovidio, University Services  
Mary Dukakis, Procurement  
Colleen Eagan, Women's Studies Research Center  
Ronald Etlinger, Heller School  
Sylvia Fuks Fried, Tauber Center  
Barbara Gilman, National Women's Committee  
Deb Gratto, Human Resources  
Walter Goldstein, Development  
Peggy Higgins, Graduate School of Arts & Sciences  
Susan Krinsky, Campaign for Brandeis  
Paula Lee, Advancement  
Kelly Marks, Budget & Planning  
Gevelyn McCaskill, Mandel Center  
Kristen McKeigue, Budget & Planning  
Lorna Miles, Communications  
Sharon Nemser, Near Eastern and Judaic Studies  
Andrea Nix, Office of the Dean of Arts & Sciences  
Chris O'Brien, Financial Affairs  
Dianne Qualter, Facilities  
John Richard, Budget & Planning  
Angelito Santos, Budget & Planning  
Loretta Shagoury, Technology Licensing Office  
Mary Sharrigan, Facilities  
Karina Sheerin, Heller School

Sue Wawrzaszek, Library & Technology Services  
Micheale Whelan, Office of the Provost  
John Wiswall, General Accounting

*Participants in meetings with Ameen Dewabshe*

Loretta Bemis, Financial Affairs  
Stan Bolotin, Office of Sponsored Programs  
Lorrie Clark, Office of Sponsored Programs  
Lisa DeMings, Library & Technology Services  
Mary Heath, Heller School  
Tim Johnson, Financial Affairs  
Elaine Kennen, Heller School  
Maria Pellegrini, Vice President for Research  
Denise Rouleau, Financial Affairs  
Steve van Ness, Office of Sponsored Programs  
John Wiswall, Financial Affairs

*Participants in meetings with Nidal Mohsen*

Sherrri Culp, Student Financial Services  
Peter Chan, Student Financial Services  
Peter Giumette, Student Financial Services  
Claudia Kitada, Student Financial Services

*Participants in meetings with Mohammed Alamyra*

Andy Beecham, Library & Technology Services  
Loretta Bemis, Financial Affairs  
Mary Burns, Human Resources  
Peter deAndrade, Library & Technology Services  
Lisa DeMings, Library & Technology Services  
Patricia DiRuscio, Human Resources  
Janice Elmlouk, Human Resources  
Victoria Fitzgerald, Human Resources  
Debra Gratto, Human Resources  
Derek Gregoire, Human Resources  
Leslie Friedman, Human Resources  
Loretta Jay, Human Resources  
Suzanne Kreinsen, Human Resources  
Tracey Leger-Hornby, Human Resources  
Anne Marie McCarney, Human Resources  
Jessica Robinson, Human Resources  
Michelle Scichilone, Human Resources  
Nadynne Stamps, Human Resources  
Eric Trinh, Human Resources  
Richard Trudel, Library & Technology Services  
Sharon Whitham, Human Resources

*Participants in meetings with Wail Qaddomi*

Mary Burns, Human Resources  
Patricia DiRuscio, Human Resources  
Janice Elmlouk, Human Resources  
Victoria Fitzgerald, Human Resources  
Debra Gratto, Human Resources  
Derek Gregoire, Human Resources  
Leslie Friedman, Human Resources  
Loretta Jay, Human Resources  
Suzanne Kreinsen, Human Resources  
Tracey Leger-Hornby, Human Resources  
Anne Marie McCarney, Human Resources  
Jessica Robinson, Human Resources  
Michelle Scichilone, Human Resources  
Nadynne Stamps, Human Resources  
Eric Trinh, Human Resources  
Sharon Whitham, Human Resources

*Participants in meetings with Khalil Jamoos*

Cathy Bazarian, Library & Technology Services  
Jason Bernard, Library & Technology Services  
Neil Cousin, Library & Technology Services  
Lori Dembowitz, Library & Technology Services  
Lisa Demings, Library & Technology Services  
Mike Fitzgerald, Library & Technology Services  
Sara Haradhvala, Library & Technology Services  
Keith Herron, Library & Technology Services  
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## Participants

Brandeis staff		Al-Quds counterparts		Learning goals
Tony Chiefe	Senior Director of Financial Systems	Hani Suleiman	Financial Technology Specialist	<ul style="list-style-type: none"> <li>• Explore technology systems in the Office of Financial Affairs, with focus on:               <ul style="list-style-type: none"> <li>○ how these systems enable business processes</li> <li>○ how these systems integrate university finances and payroll</li> <li>○ generating financial reports</li> <li>○ technical support</li> </ul> </li> <li>• Understand the relationship between Student Financial Services and the Office of Financial Affairs.</li> </ul>
Mark Collins	Vice President for Campus Operations	Nasser Alafandi	Director of Services	<ul style="list-style-type: none"> <li>• Explore response model for service requests:               <ul style="list-style-type: none"> <li>○ Submission/receipt</li> <li>○ Response</li> <li>○ Resolution</li> <li>○ Tracking</li> <li>○ Communication</li> </ul> </li> <li>• Investigate outsourcing issues at Brandeis.</li> <li>• Discover how Brandeis deals with risk management and hazardous materials.</li> <li>• Explore Campus Security policies, procedures and processes.</li> <li>• Understand Brandeis advance disaster planning.</li> </ul>

Brandeis staff		Al-Quds counterparts		Learning goals
Sherrri Culp	Associate Director for Financial Aid and Student Employment	Nidal Mohsen	Financial Aid Specialist (IT)	<ul style="list-style-type: none"> <li>• Observe the process for student financial aid, with an emphasis on service: <ul style="list-style-type: none"> <li>○ Student application process</li> <li>○ University response and resolution</li> <li>○ Tracking</li> </ul> </li> <li>• Investigate the technological integration between Student Financial Services and the Office of Financial Affairs.</li> <li>• Understand the relationship between Student Financial Services and the Office of Financial Affairs.</li> </ul>
Debra Gratto	Associate Vice President of Human Resources and Employee Relations	Wail Qaddomi	Director of Personnel Department	<ul style="list-style-type: none"> <li>• Analyze Brandeis hiring processes, focusing on how HR works with departments and how budget constraints affect the hiring process.</li> <li>• Discover the importance of structured processes for employee relations and conflict resolution.</li> <li>• Observe how job function, performance, and salary are linked at Brandeis.</li> <li>• Learn how Human Resources' technological systems work.</li> </ul>
Tracey Leger-Hornby	Assistant Vice President for Human Resources / Business Redesign	Mohammed Alamayra	Personnel Technology Specialist	<ul style="list-style-type: none"> <li>• Explore how university finances and university payroll are technologically integrated.</li> <li>• Investigate, from a systems-level perspective, how technology enables business processes in Human Resources.</li> <li>• Learn how Human Resources Information Systems manage payroll.</li> <li>• Discuss Brandeis software development methodology.</li> </ul>
Kelsey Libner	Web Development Librarian	Khalil Jamoos	IT Specialist, Library	<ul style="list-style-type: none"> <li>• Gain an in-depth, systems-level understanding of library technology and systems.</li> <li>• Understand how technology enables library business processes and service models.</li> </ul>

<b>Brandeis staff</b>		<b>Al-Quds counterparts</b>		<b>Learning goals</b>
Paul F. O'Keefe	Director of Sponsored Programs	Ameen Dawabshe	Director of Grants and Projects	<ul style="list-style-type: none"> <li>• Observe Sponsored Programs processes, especially regarding budgeting, direct and indirect costs, and project administration.</li> <li>• Understand how Sponsored Programs works with other units at Brandeis: <ul style="list-style-type: none"> <li>○ Principal Investigators</li> <li>○ Sponsored Program Accounting/Controller/Office of Financial Affairs</li> <li>○ LTS</li> </ul> </li> </ul>
John Richard	Assistant Vice President for Budget and Planning	Feras Barakat	General Accountant	<ul style="list-style-type: none"> <li>• Understand Brandeis budget and planning process.</li> <li>• Explore various connections between budgets and general ledger.</li> <li>• Investigate how Brandeis budget and financial departments partner with LTS in terms of process and software.</li> <li>• Observe business processes in the financial department, especially regarding expenditures.</li> </ul>