



Division of Administration and Finance

October 2006

Welcome back for the Fall 2006 semester. Now that another academic year is in full swing, we wanted to give you an update on activities and projects in the Division of Administration and Finance that support our academic mission. Our goal is to provide the highest level of services and support. As always, we welcome your thoughts and perspectives on administration and finance issues. Please do not hesitate to let me know if you have questions or would like additional information.

Willie J. Hagan
Vice President for Administration and Finance/CFO

Additional Budget Allocations 2006-07

For 2006-07, Cal State Fullerton received a new budget allocation of \$31 million. After mandatory/priority items such as utilities (\$1 million), faculty positions for new enrollment (\$8.8 million), 3% average salary increases (\$5 million), health benefits increase (\$1.2 million) and CMS loan payment (\$1.2 million) were accounted for, \$12.1 million remained for allocation across the divisions.

Division heads submitted proposals for these funds to the Planning Resource and Budget Committee (PRBC) and, following extensive discussion, prioritization and communication between PRBC and the division heads, PRBC submitted funding recommendations to the President who made the following funding allocations.

ADDITIONAL BUDGET ALLOCATIONS 2006-07

DIVISION	Baseline	One-Time	Division Total
All University	\$2,247,380	\$5,289,884	\$7,537,264
Academic Affairs	\$3,794,503	-\$1,205,242*	\$2,589,261
Administration and Finance	\$1,172,968	\$0	\$1,172,968
Advancement	\$129,360	\$237,000	\$366,360
Executive Vice President	\$170,200	-\$170,200	\$0**
Information Technology	\$232,320	\$50,000	\$282,320
Student Affairs	\$159,936	\$0	\$159,936
University Total	\$7,906,667	\$4,201,442	\$12,108,109

*Includes one-time reduction for FY 06/07. VPAA will cover first year's equipment costs from carry-forward funds.

** Includes one-time reduction of \$170,200 for FY 06/07. EVP will cover first year's staff position costs from division carry-forward funds.

Details of the projects and initiatives to be funded by these additional budget allocations have been provided to the division heads.

State of the Campus

In response to concerns about the condition of campus facilities, Physical Plant has implemented a restoration cleaning project to improve the level of cleanliness in building restrooms, offices and building exteriors. Custodial staffing levels are still low due to recruitment difficulties in a tight employment market, coupled with natural turnover; however, progress continues to be made and we have begun to receive positive feedback on custodial maintenance efforts.

Irvine Campus Update

The Cal State Fullerton Irvine Campus continues to meet growing higher education needs in central and south Orange County. Located on the grounds of the former El Toro Marine Corps Air Station in Irvine and offering more classes each semester as well as university services such as academic advising, a library, student lounges and a bookstore, the El Toro Café, and ample parking, the campus has grown steadily over the past 4 years.

This fall, 3,206 students enrolled in 258 upper-division, credential and graduate courses representing over 30 majors/programs. The campus now occupies two buildings, the main 50,000 sq. ft. building that was occupied on August 12, 2002 and a 16,000 sq. ft. building that was occupied on August 19, 2006.

Payroll Move

In order to continue to achieve operational synergies between Payroll and Human Resources, Payroll has moved from the 3rd floor of College Park to the 7th and is now located adjacent to Human Resources in College Park 700. This move will enhance communication between staff in the two areas and improve overall customer service to the campus community.

Account Representatives

As mentioned in a previous newsletter, we have been working on developing a new customer service program geared toward enhancing communication between division staff and the campus community and improving the timeliness and quality of responses to requests for assistance. To kick off the program, individual division staff members in Budget Operations and Payroll Services have been assigned as "account representatives" to specific campus divisions or sub-divisions while staff in Contracts and Procurement, Accounting Services, Accounts Payable, and Human Resources are identified by the function they perform. Over time, we hope to give divisions and sub-divisions account representatives from these functions as well, but in the interim we believe that having these functional contacts will provide the highest level of service and support (click [here](#) for the program announcement and account representative assignments).

Staff Development Program

The Staff Development Program was reintroduced in Spring 2006 and offered eligible staff members the opportunity to apply for funds to participate in a significant professional development opportunity of up to 60 days. Several applications were received and the following staff members were successful recipients of the awards. We congratulate them and wish them success in their various programs.

Anh Huynh-Nelson

Anh is a staff member in the Library. In her role as Head of Circulation Services, Anh will be visiting up to 13 CSU campuses to establish lines of communication and gather ideas for best practices.

Shariq Ahmed

Shariq is a staff member in the Faculty Development Center. Shariq will visit six universities across the United States to assist him in his role of promoting, developing, and enhancing the use of Blackboard as the primary learning management system at the university.

Chuck Elliott

Chuck is a staff member in Physical Plant. Chuck will be attending two one-week training courses on Level II Infrared Thermography Certification and

Building Science Certification. These courses will provide Chuck with advanced job training, provide critical data used for maintenance and repairs to his department, and will also benefit the campus fiscally by providing cost savings in energy use and maintenance repairs.

Torria Davis and Alma Gonzalez

Torria, a staff member in University Advancement, and Alma, a staff member in the College of Health and Human Development, will both participate, through distance learning, in the Event Management Certificate program through George Washington University in order to support their departments' event planning needs. The completion of four core courses, two elective courses, a minimum of 100 practicum hours, and the submission of a professional portfolio are required to receive the certificate.

University Heights

Construction is under way on 42 attached paired view homes in Fullerton that will make up Cal State Fullerton's second housing community. The first phase of University Heights, located 3 miles from the campus northeast of Harbor and Brea Boulevards, is scheduled for completion in early 2007. Three plans will be available and artist renderings, square footage and pricing ranges are shown below. The homes are priced significantly below market value for comparable homes. Information on the application process and answers to frequently asked questions are available [here](#).



\$475,000-\$519,000



\$525,000-583,000



\$570,000-575,000

University Business Institute

Development continues on a comprehensive training program for employees responsible for campus financial management, those who work on financial and budget matters across the campus, or those who are interested in pursuing this line of work. The survey responses (click [here](#)) have been reviewed and analyzed and work has begun on the development of the content and format of this training program.

Survey responses and discussion revealed the need for a core program to provide the higher level conceptual knowledge essential for success in financial management, as well as several operational "tracks" to offer more practical "how-to" training on specific functions. The Committee is developing the curriculum both for the core program and for the tracks and is expected to complete this stage in the development of the program shortly. We anticipate that the first University Business Institute core program will be offered in Spring 2007, followed by two or more tracks shortly thereafter.

Relocation Resources Center

The divisions of Administration and Finance and Academic Affairs are working together to establish a Relocation Resources Center to assist new faculty and administrators who are relocating to the Southern California area to accept positions at Cal State Fullerton. A Request for Proposals has been issued to real estate

companies to provide information and services associated with purchasing or renting housing. The Relocation Resources Center will serve as liaison between the campus community and the successful real estate company and will refer faculty and administrators to them for assistance. The Center also will provide information on campus and community organizations and programs, the availability of housing at university-sponsored housing communities such as University Gables and University Heights, and a variety of other community and campus information.



Business Continuity Planning

Now that our Avian Influenza Pandemic [plan](#) for CSUF has been submitted to the Chancellor's Office, implementation activities are under way. In addition, the University's participation in a County of Orange exercise on November 3 will test the plan and our capability and resources to serve as a Point of Distribution for vaccines in the event of a pandemic or other health emergency. More information on the exercise will be provided to campus participants shortly.

We must now turn our attention to broader business continuity planning, especially planning for emergencies such as earthquakes. Not to be confused with emergency preparedness which involves the management of the emergency during the event to mitigate loss of life and property, business continuity planning involves strategies for resuming campus operations as soon as possible following an emergency event. During this process, it will be important for each campus department to engage in an analysis of critical functions and assess the priority of each, as well as develop and maintain a contact/notification process for their employees. We will be working with all university divisions to assist in these processes and to compile a consolidated and practical business continuity plan for the campus.



Searches/Personnel Changes

Jan Burnham has joined the Administration and Finance division as Director of Student Financial Services, responsible for management of the cashiering operation, student accounts, and the disbursement and collection of student loan funds. Jan comes to us from Cal State Chico where she spent almost 20 years in university cashiering, student accounts, financial aid disbursements, and collections.

Stephen Yim has joined the Administration and Finance division as Director of Internal Controls. Stephen holds a Bachelor's degree in Business Administration/Accounting and is a Certified Internal Auditor (CIA) and Certified Public Accountant (CPA). With over 12 years of diverse audit and internal controls expertise, including experience at CSU Los Angeles and the CSU Chancellor's Office, he is well qualified to establish and monitor a fiscal and administrative control environment for the University that assures on-going accountability, effectiveness

and efficiency of operations, reliability of financial management, and compliance with applicable laws and controls.

Interim Assistant Vice President for Budget Karen Wall returned to her permanent position of Assistant Vice President in the Student Affairs division effective September 1. Karen has been instrumental in leading the creation of a variety of comprehensive and useful budget reports and analyses and we thank her for all her contributions to budget operations and the division. A recruitment is under way to fill the Assistant Vice President of Budget position. Until then, Sarah Song will serve as Interim Director, Budget Operations. Sarah can be reached at extension 2304 or ssong@fullerton.edu.

Strategic Planning

Following the divisional SWOT (Strengths, Weaknesses, Opportunities, Threats) survey, four open forums have been held to solicit input and comments on the process and results to date. Good turnout and enthusiastic discussions suggest a high level of interest in the strategic planning process at all levels of the division.

During the coming weeks, all data received from the SWOT survey and open forum feedback will be reviewed and analyzed. Several task forces will be formed, each charged with identifying strategic goals and objectives related to a specific topic. The task forces also will develop specific operational plans to implement the division's strategic goals and objectives, and divisional funding will be made available to support these priority efforts.



Governor's Employee Safety Award

We are pleased to announce that Custodian Michelle Lau was selected to receive a Governor's Employee Safety Award for calendar year 2005. Through this award, the State of California recognizes individuals and groups of employees who distinguish themselves through outstanding safety and health service to the state. Michelle is assigned to the Science Lab Center and, going beyond her custodial duties, has been very proactive in identifying potential safety issues and reporting them before they can escalate. A formal awards presentation took place on the CSU Sacramento campus on August 18, 2006 and Michelle was there to accept her award. Congratulations, Michelle!

Campus Access/Parking Update

As construction continues on the Stephen G. Mihaylo College of Business and Economics building and commences on the Student Recreation Center, impacts on campus access and parking include:

- Reconfiguration of the main campus entrance off Nutwood Avenue and eventual elimination of the diagonal crosswalk from College Park to Langsdorf Hall. A new street light has been installed at Langsdorf Drive to help control traffic and pedestrian crossing safety.
- Closure of Gym Drive east of the State College Parking Structure and West Campus Drive for the duration of construction of the Student Recreation Center.

- Restriction of Corporation Drive (north of Physical Plant) to service, maintenance and delivery vehicles. The east side of campus can still be accessed via the Nutwood Avenue or Associated Road entrances.
- Unavailability of special/conditional use parking on South Campus Drive (in front of Dan Black Hall). Access to faculty/staff Lot C-East will remain open and disabled parking spaces will be available on South Campus Drive.
- During construction of Mihaylo Hall, an additional 177 faculty/staff parking spaces will be available in Lot E, rows 1-4.

A campus map showing the parking lots and construction areas is available [here](#).

Please bear with us during these temporary disruptions. The Visitor Information Center on South Campus Drive will remain open for drive-up service and the Parking and Transportation website provides updates and information including [commuter options](#). The Parking and Transportation office is located in Lot A-South, north of the Children's Center and can be accessed by entering the campus on Corporation Drive.

Construction Projects Updates

Steven G. Mihaylo College of Business and Economics

Construction continues on the new home of the College of Business and Economics with realignment of the East Campus entrance road off Nutwood Avenue and a new signaled intersection. Building construction is scheduled to begin shortly with completion planned for August 2008.



Steven G. Mihaylo College of Business & Economics – Artist Rendering



State College Parking Structure

Parking Structure #2-State College Parking Structure Completed

A new parking structure located north of the Titan Student Union was completed on schedule in April 2006. The six level concrete structure provides parking for 1500 vehicles. The north entrance and ramp to the upper levels are on Gym Drive. The south entrance and ramp to the upper levels are on West Campus Drive. Student semester parking permits and faculty/staff "non-restricted" parking permits are valid in the structure.

Student Recreation Center

Construction began in August on the \$42 million student-funded Recreation Center which will provide three indoor basketball courts, multiple workout spaces, a rock climbing wall and exterior swimming pool in 95,000 square feet distributed over two levels.



Student Recreation Center – Artist Rendering

Police Building

The design phase of a new Police Building consisting of 8,614 sq. ft. in a single story will begin this month with construction scheduled to begin in August 2007 and completion expected in Fall 2008. The CSUF Police Department, which has all the responsibilities and authority of a municipal and county law enforcement

agency, has been housed in a 45 year old “temporary” building which is now only marginally functional and must be replaced. The new building will accommodate our CSUF police force (currently 24 sworn officers, support staff and 50-60 student employees) and a state of the art Emergency Operations Center and will help us to continue to meet accreditation standards set by the Commission on Accreditation for Law Enforcement Agencies.



CSUF Police Building – Concept Design

Other Projects:

Student Housing Phase III - The feasibility study for a 1,000 bed dormitory with dining service and a new parking structure has been completed and potential financing methods are being explored.

Fire Life Safety Project –The upgrade of all campus building fire alarms and the installation of additional fire hydrants is under way and will be completed by the end of August.

Additional information on all these projects are available [here](#).

Seven Transformations of Leadership

For this newsletter, we thought we might bring to your attention a recent Harvard Business Review article that discusses leadership development and presents an analysis of seven leadership styles. The article suggests that the least effective leadership styles are the Opportunist and the Diplomat; the most effective are the Strategist and the Alchemist. The following table, adapted from the article, presents the seven ways of leading including the characteristics and strengths of each style.

Leadership Style	Characteristics	Strengths
<i>Opportunist</i>	Wins any way possible; self-oriented; manipulative; "might makes right"	Good in emergencies and in sales opportunities
<i>Diplomat</i>	Avoids overt conflict. Wants to belong; obeys group norms; rarely rocks the boat	Good as supportive glue within an office; helps bring people together
<i>Expert</i>	Rules by logic and expertise. Seeks rational efficiency	Good as an individual contributor
<i>Achiever</i>	Meets strategic goals. Effectively achieves goals through teams; juggles managerial duties and market demands	Well suited to managerial roles; action and goal oriented
<i>Individualist</i>	Interweaves competing personal and company action logics. Creates unique structures to resolve gaps between strategy and performance	Effective in venture and consulting roles
<i>Strategist</i>	Generates organizational and personal transformations. Exercises the power of mutual inquiry, vigilance, and vulnerability for both the short and the long term	Effective as a transformational leader
<i>Alchemist</i>	Generates social transformations. Integrates material, spiritual, and societal transformation	Good at leading society-wide transformation

Read the entire article [here](#).

Previously distributed divisional newsletters have been posted to the division website and can be accessed by clicking [here](#).

The Division of Administration and Finance wishes you a successful Fall semester!