

DRAFT

CALIFORNIA STATE UNIVERSITY, FULLERTON

Division of Administration and Finance

Partners in Learning

STRATEGIC PLAN

June 2008

Division Mission

The Division of Administration and Finance contributes to the University mission by managing resources and creating a culture and environment that facilitates and promotes teaching, learning, and research.

Division Values: Service, Collaboration, Integrity, and Accountability

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I. INTRODUCTION

With the merger of the Divisions of Business and Financial Affairs and Administration on April 1, 2005, a new Division of Administration and Finance was created. The time was right for a close examination of administrative and financial functions and the development and implementation of a formalized strategic plan to improve operations and guide actions and resource allocations. In addition to the merger of the two divisions, several other issues needed to be considered. Many of these issues, such as growth in University enrollment, affect the University broadly; however, specific nuances relate to the operation and management of the Division of Administration and Finance. These issues are described in further detail on page 7. With the unprecedented growth experienced by the University in the past 5-10 years, resources to maintain and support the physical, administrative, and financial infrastructure of the campus have been stretched to the maximum and the reality of limited resources must be acknowledged in establishing priorities.

In considering the information contained in this document, it is important to note that the Division of Administration and Finance is a key partner in student learning and University success. The Division manages multiple fund sources, including an annual Divisional operating budget of more than \$19 million, auxiliary budgets of almost \$50 million, and special funds (e.g., Parking, construction) of up to \$200 million annually. Further, the Division is responsible for establishing policies, procedures, and systems to effectively manage more than \$600 million in University resources annually, more than 236 acres of University grounds and infrastructure, and supporting the human resource needs of more than 3,500 faculty and staff.

II. STRATEGIC PLANNING PROCESS

Two basic principles were established at the outset of the Division of Administration and Finance's strategic planning process: that the process would be inclusive with input from Division staff and University constituents actively sought at each stage of the process; and that Divisional resource allocations would be aligned with adopted strategic goals, objectives, and action items. The Division cannot be all things to all people. It can, however, excel in chosen areas and make a valuable contribution to the University. Careful strategic decision making can allow the Division to support the University in the best possible manner and position the Division to deal effectively with external factors.

A. Strategic Planning Model

Implementation of the Division's strategic planning initiative began with a review of strategic planning models and activities at universities across the country, as well as processes defined and recommended by the National Association of College and University Business Officers (NACUBO) in *Strategic Planning in Higher Education* by Tromp and Reuben. From this review the Division developed a hybrid strategic planning model based primarily on the NACUBO strategic planning process (see pages 5 and 6).

The Vice President launched the Division's strategic planning initiative in October 2005 during a retreat with Extended Managers that included dialogue on the need to integrate strategic planning with financial management and improve linkages between functional departments within the Division. A Strategic Planning Steering Committee, chaired by the Vice President and comprised of management and staff from a variety of departments and multiple levels, was established in January 2006 to provide guidance and direction to the strategic planning efforts (see Appendix A for Steering Committee members).

B. Environmental Scan

Two online surveys, one seeking input from Division staff and the other seeking input from individuals within the University but outside the Division, were conducted in support of a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis of environmental factors (social, political, regulatory, resources, technological, cultural) that could impact both the planning process and potential plans. To augment input from the surveys, four open forums were conducted with Division staff during early summer 2006. These forums provided opportunities for staff to share issues of importance with the Vice President in an informal setting.

Information obtained from the surveys and the open forums were integrated into a SWOT analysis that was reviewed by the Steering Committee in June 2006 (see pages 8 through 10). The Steering Committee initially identified seven primary strategic issues and three-second tier issues. Following further discussion and prioritization of these strategic issues by the Steering Committee and Division Senior Managers, four Phase One strategic areas and four Phase Two strategic areas were identified:

Phase One

- Mission/Vision
- Organizational Structure
- Resources
- Professional Development

Phase Two

- Communication
- Customer Service
- Process Improvement
- Growth

C. Task Forces

Task Forces comprised of Division managers and staff were established to review and make recommendations regarding these strategic areas, with Phase Two Task Forces beginning their efforts after Phase One Task Forces completed their work. As part of their efforts, Task Forces were asked to solicit input from Division staff and did so via a variety of methods such as surveys and facilitated discussions. In some cases, Task Forces also sought input from other campus constituents via focus groups and facilitated discussions. (See Appendix A for additional information regarding the Task Force charges).

Phase One Task Forces completed their recommendations in February 2008 and Phase Two Task Forces completed their recommendations in May 2008. Recommendations from the Task Forces provide the bulk of the objectives and action items delineated in this strategic plan. In many instances, Task Force recommendations overlapped or were similar in nature. The Steering Committee aligned each objective and action item with only one with strategic area, combining similar recommendations and eliminating duplicates to clarify the primary intent of each objective and action item.

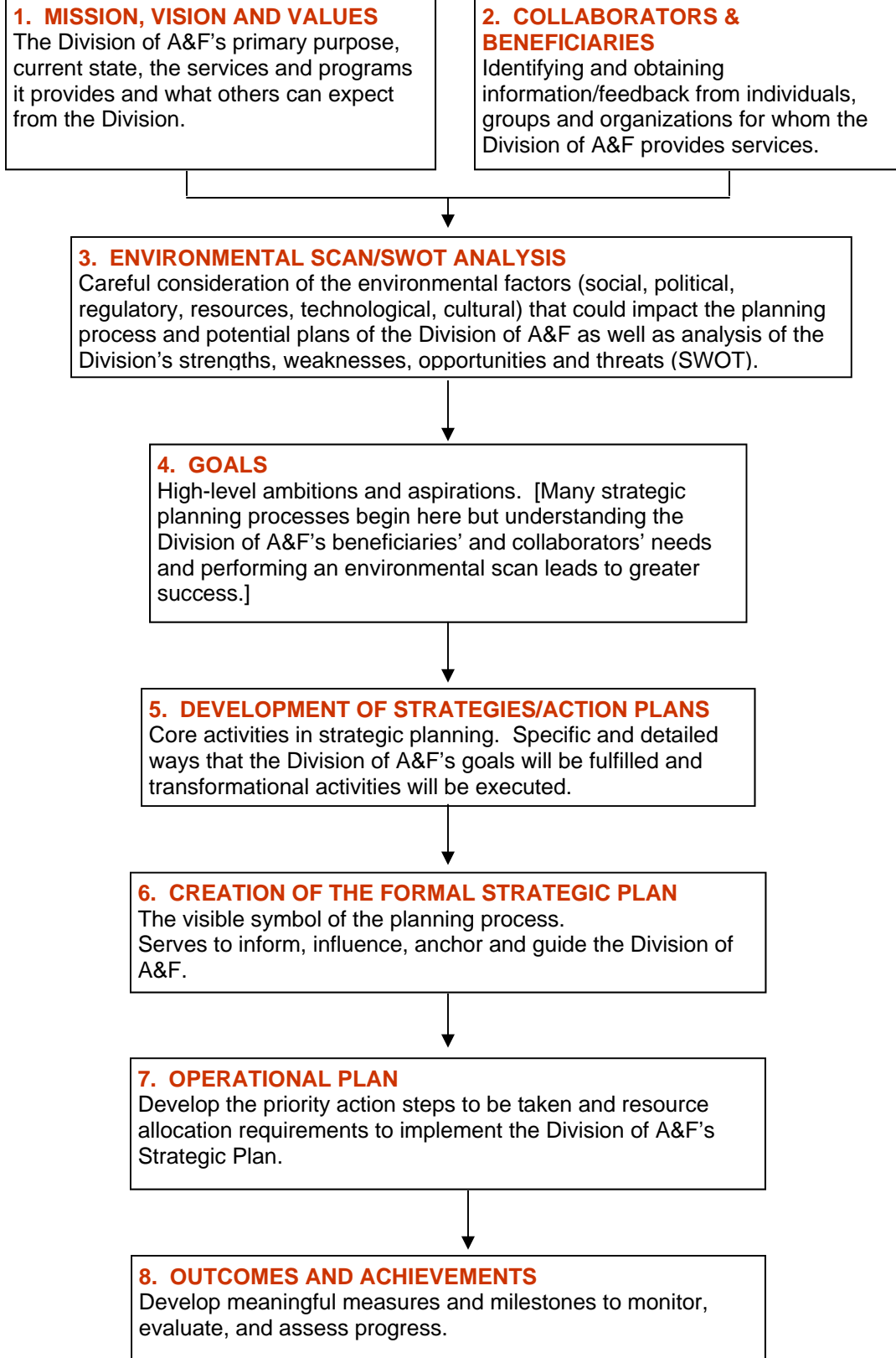
In so doing, four central themes emerged as Strategic Goals for the Division. These Strategic Goals encapsulate recommendations from all eight Task Forces and allow the Division to focus its resources and efforts.

D. Next Steps

Specific owners will be identified for each action item included in the strategic plan. In a number of instances, implementation teams will be established to work with action item owners. Progress in implementing action items will be evaluated by the Steering Committee and Division Senior Managers on a regular basis. In addition, the Division will formally reassess its strategic plan at least once every two years and make adjustments as necessary.



STRATEGIC PLANNING PROCESS





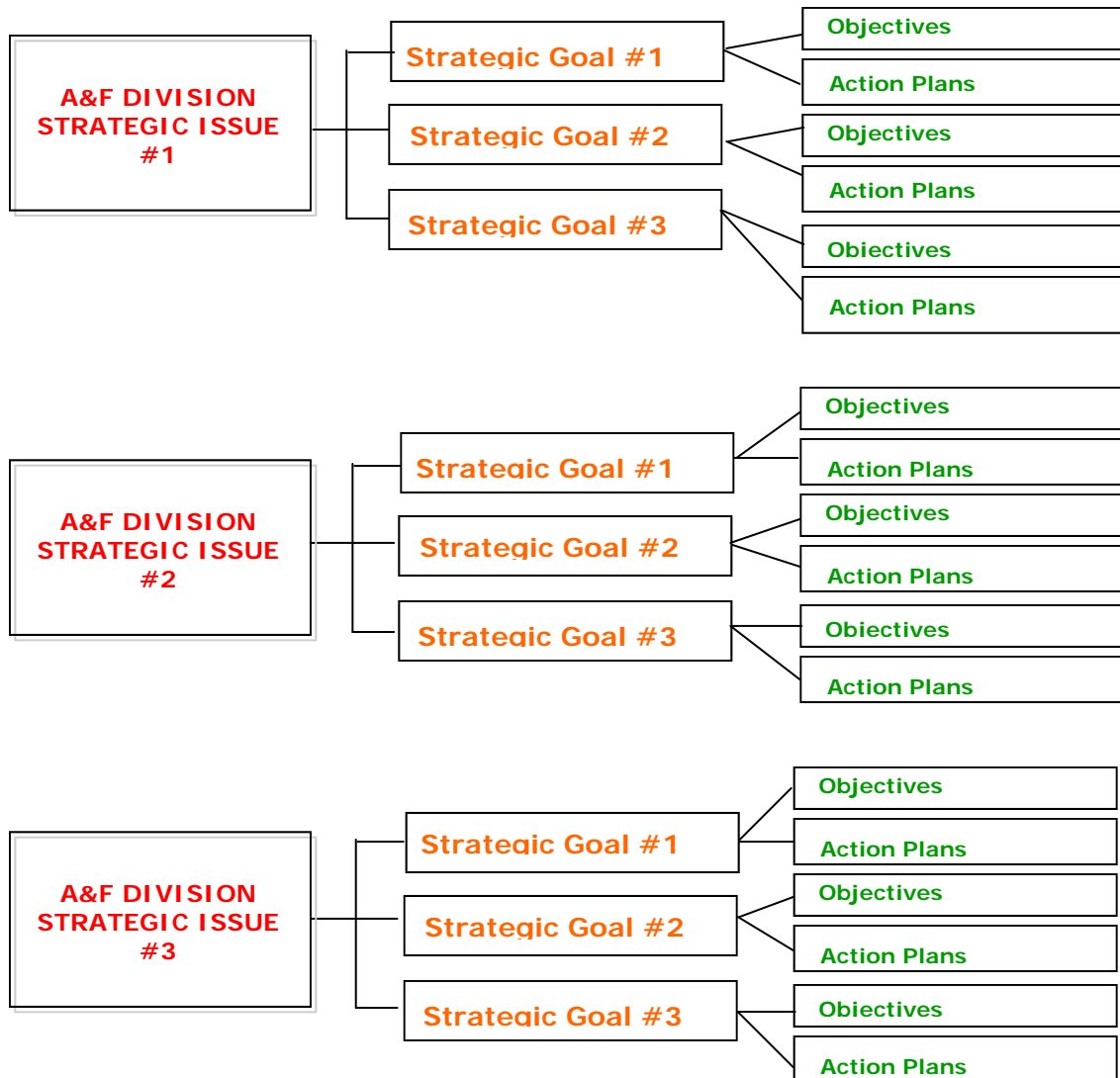
STRATEGIC PLANNING ISSUES AND GOALS DEVELOPMENT PROCESS

STEERING COMMITTEE CONDUCTS A SWOT ANALYSIS AND DEVELOPS AND ADOPTS MISSION, VISION AND VALUES WITH INPUT FROM DIVISION STAFF AND CAMPUS COMMUNITY (STEPS 1-3)

STEERING COMMITTEE IDENTIFIES STRATEGIC ISSUES BASED ON SWOT ANALYSIS AND INPUT FROM DIVISION STAFF AND CAMPUS COMMUNITY

STEERING COMMITTEE DEVELOPS AND PRIORITIZES STRATEGIC GOALS LINKED TO EACH STRATEGIC ISSUE

STEERING COMMITTEE APPOINTS TASK FORCES TO DEVELOP OPERATIONAL PLANS(OBJECIVES AND ACTION PLANS) TO IMPLEMENT STRATEGIC GOALS



III. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS ANALYSIS

In addition to the merger of the Administration and Business and Financial Affairs, several other challenges and opportunities needed to be considered in the development of a strategic plan. As such, a Strengths, Weakness, Opportunities, and Threats (SWOT) analysis was an important element of the strategic planning process. The Strengths, Weaknesses, Opportunities, and Threats identified below were derived from two online surveys conducted in April 2006: one seeking input from Division staff and the other seeking input from individuals within the University but outside the Division. There were also four open forums with Division staff during early summer 2006.

A. Strengths

1. Division staff are generally regarded as professional, service-oriented, hard working subject matter experts who are open to utilizing new technology and business practices to improve service and support to the University.
2. It is acknowledged that the Division frequently accomplishes difficult tasks with limited resources.
3. Communication with the campus community regarding projects and initiatives is also recognized, as is the Division's willingness to share information regarding University fiscal resources.
4. Division leadership is recognized for its readiness to acknowledge and resolve issues requiring attention. Further, a number of departments and programs are consistently held in high regard by the campus community.
5. As a result of these strengths as well as other efforts, the Division has established a significant degree of credibility within the University community.

B. Weaknesses

1. Negative histories associated with some departments within the Division continue to linger and are difficult to change.
2. Some Division processes and decision-making mechanisms are viewed as time-consuming and bureaucratic.
3. As with the rest of the campus, recruiting and retaining qualified management and staff is challenging, primarily due to cost of living factors and salaries that lag comparable positions elsewhere. Salary lags also present challenges related to staff retention and motivation.
4. There are concerns regarding a lack of knowledge within the Division regarding each unit's responsibilities, along with concerns regarding customer service and responsiveness.

C. Opportunities

1. Increased student expectations provide additional opportunities for the Division to partner with other Divisions in a number of areas, including classroom functionality, student housing, and textbook delivery.
2. While initially costly, both in terms of pure financial resources required to purchase and staff time required to implement, over time new technologies may be leveraged to provide opportunities to increase efficiencies.
3. Meeting the needs of various constituents (e.g., students, faculty, staff, CSU administration, auxiliary governing boards, and the public) can be challenging, however, understanding a diversity of perspectives provides a broad array of opportunities and more fully informs Division decision-making.
4. Additional property acquisition presents opportunities for the University as a whole and the Division is well positioned to support, and to pursue additional opportunities for public-private partnerships and public-public partnerships opportunities
5. Additional opportunities exist to expand sustainability efforts and further integrate sustainability into day-to-day operation more fully. Further, considerable progress has been made towards University energy efficiency. Additional energy resource management opportunities may be feasible, generating additional cost savings.

D. Threats

1. Unprecedented enrollment growth during the last decade has stretched Division resources to the limit. Budgets and staffing levels have not kept pace with enrollment growth, resulting in increased workload and strain on Division staff; taxed usage of University facilities; and decreased opportunities for innovation and improvement of business processes due to time constraints resulting from increased workload.

Further, while unknown when the SWOT analysis was conducted, the Division currently anticipates a combination of additional baseline and one-time budget reductions of approximately 10 percent. These reductions are further compounded by significant increases in the cost of goods and services and unfunded mandates.

2. Aging State funded University facilities stand in stark contrast to new student-funded facilities such as the Recreation Center, as well as facilities maintained by student fees, such as the Titan Student Union. At this time, it appears certain that a state capital bond will not be placed on the November 2008 ballot. As a result, it is likely that the University will not receive new state funding for capital construction projects until 2010-11 at the earliest, and only then if voters approve a capital bond in November 2010. Continued reliance on State funding to support capital construction places the University in a precarious position.
3. A certain degree of administrative and fiscal oversight is necessary and appropriate to assure prudent use of University resources. However, the Division must guard against over-extending the degree to which academic, student support, and other units are

expected to perform administrative and fiscal responsibilities such that these responsibilities distract from their educational mission.

4. The Division must also explore a variety of methods to retain its most valuable resource, including techniques challenge and engage experienced staff, while also addressing needs of newer staff. In addition, given the decentralized nature of the Division, it is important to develop and enhance strong methods of intra-Divisional as well as efforts that foster a sense of community within the Division.

III. DIVISION STRATEGY MAP

In addition to developing a narrative strategic plan for the Division, a visual representation, or strategy map, summarizing strategic goals and objectives was developed.

This strategy map, illustrated on the following page, captures the Division's strategic goals and objectives on one page and illustrates cause and effect relationships between the various goals.

The strategy map organizes key goals and objectives into four areas:

- Stakeholders: Goals and objectives related to customer focus and orientation
- Resources: Goals and objectives related to fiscal and other resource management
- Internal: Goals and objectives related to Division processes, structures, technology, services, and decision-making
- Learning and Growth: Goals and objectives related to the development and growth of Division staff

The Division strategy map is adapted from a framework introduced in *The Strategy-Focused Organization* (Kaplan and Norton, 2001).

Division of Administration and Finance *Partners in Learning*

Division Values: Service...Collaboration...Integrity...Accountability

STAKEHOLDERS

Seek additional input from customers

Further evaluate campus needs

Deliver exemplary functional expertise and service

Leverage the University's purchasing power

Acquire additional University property

Upgrade University facilities and infrastructure

Improve service-level standards

Enhance departmental services

Enhance proactive communication

Identify potential new sources of revenue

Ensure effective management of University space and facilities

Align resource allocation with strategic goals

Streamlined Structures, Services, and Decision-Making

Ensure ownership and scope of authority are clearly defined

Streamline, eliminate or consolidate duplicate functions

Delegate decision-making to the lowest possible level

Optimize use of technology

Incorporate sustainability into Division operations

Continuously improve operations and services

Improve allocation and management of Division resources

Align policies and decision-making procedures with a culture of learning and growth

Maximize the efficiency and effectiveness of Division processes

Measure and assess Division performance

INTERNAL

Provide programs that foster and enhance professional development and Division values

Increase customer service skills

Enhance functional knowledge

Enhance communication skills

Celebrate success: align recognition programs with strategic goals and Division values

LEARNING & GROWTH

RESOURCES

Innovation and Improvement

IV. DIVISION OF ADMINISTRATION AND FINANCE MISSION AND VALUES

As previously noted, creation of a Division mission statement was one of the first strategic issues the Division needed to address and a Task Force was established during Phase One to address this issue. The Task Force was charged with reviewing mission/vision statements adopted by other administration and finance divisions in higher education, consulting with campus consistencies as appropriate, and crafting a comprehensive, relevant and inspiring mission statement that reflects the Division's commitment to excellence and to Division staff.

As a result of the Task Force's efforts, the following mission statement, tagline, and values were adopted for the Division of Administration and Finance and communicated to Division staff in January 2008:

Division Mission

The Division of Administration and Finance contributes to the University mission by managing resources and creating a culture and environment that facilitates and promotes teaching, learning, and research.

Division Tagline/Branding Statement

The Division of Administration and Finance: Partners in Learning

Division Values

The following values have been adopted to guide Division decision-making and behavior:

Service, Collaboration, Integrity, and Accountability

Key To Goals, Objectives and Action Items

Priority: This code indicates the action's priority.

- 1 The task force feels that this action item should be addressed first
- 2 This item should be addressed as soon as possible

Action: The second code indicates the type of cooperation necessary to accomplish the action.

- I Can be accomplished internally
- E Implementation depends on external groups
- I, E Requires internal and external action

Funding: The third code provides a very rough estimate of cost. It is understood that full cost estimates will be completed during the implementation phase.

- (\$) Will save money
- 0 Can be accomplished using existing resources
- \$ Will cost less than \$100,000 to implement and maintain
- \$\$ Will cost more than \$100,000 to implement and maintain

V. STRATEGIC GOALS, OBJECTIVES & ACTION ITEMS

STRATEGIC GOAL 1 Maximize the effectiveness and efficiency of Division services and functions

The Division of Administration and Finance has a fiduciary responsibility to ensure prudent stewardship of University resources. In doing so, the Division must continuously optimize new knowledge and technologies and respond to shifting customer needs and expectations to ensure the effective use of resources.

This strategic goal builds on existing Division strengths (A-1, A-2, A-4 and A-5), addresses identified weaknesses (B-1 and B-2), takes advantage of a current opportunity (C-2) and mitigates a potential threat (D-1).

Objective 1.1 Develop and implement mechanisms for evaluating campus needs and Division performance

Action Items	Priority	Action	Funding
1.1a Evaluate and select appropriate performance measurement methodologies.	1	I	0
1.1b Train Division managers and staff.	1	I,E	\$
1.1c Identify key performance indicators.	2	I	0
1.1d Systematically gather performance measurement data.	2	I	0
1.1e Incorporate performance measurement data into Division planning, assessment, and evaluations.	2	I	0
1.1f Communicate performance measurement results to campus community.	2	I	0

Objective 1.2 Formalize a plan to regularly review Division processes

Action Items	Priority	Action	Funding
1.2a Formalize a plan to systematically review each Division process and assign ownership.	1	I	0
1.2b Identify potential process review participants from inside and outside the Division.	1	I,E	0
1.2c Implement process reviews and improvements.	1	I,E	(\$)
1.2d Define criteria for prioritizing and evaluating processes to be reviewed.	2	I,E	0

Objective 1.3 Improve allocation and management of Division resources

Action Items	Priority	Action	Funding
1.4a Incorporate multi-year planning, return of investment, openness and technology into a	1	I	0

	formalized Division processes for resource (budget, positions, space) requests.			
1.4b	Establish a program for staff to submit ideas for funding consideration that save money, improve efficiency, and/or effectiveness.	1	I	(\$)
1.4c	Train all Division managers to utilize and understand budget and expenditure reports available from CMS.	1	I	(\$)
1.4d	Partner with the President and PAB to challenge unfunded mandates from the Chancellor's Office.	2	I,E	(\$)
1.4e	Partner with Government Relations to identify opportunities to collaborate with other State agencies on shared objectives.	2	I,E	(\$)

Objective 1.4 Ensure ownership and scope of authority of Division services and functions are clearly defined

Action Items	Priority	Action	Funding
1.4a Identify existing Division services and functions. Streamline, eliminate, or consolidate duplicate functions.	1	I	0
1.4b Identify or designate ownership for all existing Division services and functions.	1	I	(\$)
1.4c Delegate decision-making authority to the lowest level possible, reduce the number of approvals, and hold individuals accountable.	1	I	0
1.4d Confirm and communicate authority of Division services and functions.	2	I,E	0

Objective 1.5 Optimize use of technology

Action Items	Priority	Action	Funding
1.5a Develop a coordinated Division information technology plan.			
1.5b Explore ways to broaden/require the use of electronic processes where they exist (e.g., brassring, p-card).	1	I	(\$)
1.5c Explore opportunities to utilize electronic signatures.	1	I,E	(\$)
1.5d Include a cost-benefit analysis prior to technology implementation.	2	I	(\$)
1.5e Standardize forms, reports, and systems for business operations.	2	I	(\$)
1.5f Utilize technology to deliver on-line training and conduct meetings.	2	I	(\$)

STRATEGIC GOAL 2

Identify and obtain new resources

Continued reliance on State funding for the bulk of its resources places the University in a precarious position. Fiscal uncertainties associated with the State’s economic condition are not conducive to the long-term planning needed to effectively support and maintain the University. In addition, reliance primarily on State funding for both operating and capital funds limits the University’s ability to respond to strategic property acquisition and other opportunities in a timely manner.

This strategic goal builds on existing Division strengths (A-2, A-4 and A-5), addresses an identified weakness (B-2), takes advantage of current opportunities (C-4 and C-5) and mitigates potential threats (D-1 and D-2).

Objective 2.1 Acquire additional University property

Action Items	Priority	Action	Funding
2.1a Secure additional land. Resolve pending initiatives at Irvine, Tustin, and Hope and partner with Academic Affairs to align academic plans with facility and other plans.	1	I,E	\$\$
2.1b Actively pursue public-private and public-public partnerships aligned with University needs and property acquisition efforts.	1	I,E	\$\$

Objective 2.2 Ensure the effective management of University space and facilities

Action Items	Priority	Action	Funding
2.2a Identify and partner with key constituents to develop University space/facility use and event policies and procedures.	1	I,E	0
2.2b Establish a Facility Use Officer position within the Division of Administration and Finance.	1	I,E	\$
2.2c Implement guidelines regarding use of University facilities during non-campus operating hours and recovery of associated costs.	2	I,E	(\$)

Objective 2.3 Develop plans and pursue funding to upgrade University facilities and infrastructure

Action Items	Priority	Action	Funding
2.3a Develop a new plan to maintain appropriate funding levels for facilities maintenance, including major utility system upgrades.	1	I,E	(\$)
2.3b Develop and implement plans to increase parking capacity to support historical and projected enrollment growth and offset losses due to campus development	1	I,E	0

2.3c	Define expected enrollment growth and obtain Trustee approval for new enrollment ceiling if appropriate.	2	I,E	0
2.3d	Develop plans for new buildings to support a higher enrollment ceiling, if appropriate, and pursue state major capital funds and alternate funding strategies.	2	I,E	(\$)
2.3e	Continue to pursue state major capital funds and alternate funding strategies to modernize 1960s-era buildings.	2	I,E	(\$)
2.3f	Develop plans and funding opportunities to improve exterior campus spaces, landscaping, seating and signage.	2	I	0

Objective 2.4 Seek additional opportunities to leverage the University’s purchasing power

Action Items	Priority	Action	Funding
2.4a Analyze University purchases, including categories, vendors, and volume, and determine potential opportunities for volume discounts.	1	I,E	0
2.4b Explore partnership opportunities within the CSU to further leverage volume discounts.	1	I,E	0
2.4c Develop RFPs for large volume purchases.	1	I,E	0
2.4d Analyze vendor proposals against industry benchmarks with an emphasis on total costs and benefits	2	I,E	0
2.4e Negotiate service-level guarantees and costs with shortlists of vendors and contract with the vendor providing the most cost effective total solution.	2	I,E	(\$)

Objective 2.5 Incorporate sustainability into Division operations

Action Items	Priority	Action	Funding
2.5a Evaluate savings and operational impacts of changes in campus calendar/operating hours (e.g., closing the campus one day a week during the summer).	1	I,E	(\$)
2.5b Evaluate benefits and impacts of alternative work schedules and telecommuting.	1	I,E	(\$)
2.5c Revise, update, and implement a University energy conservation plan in compliance with EO 897.	1	I,E	(\$)
2.5d Study, develop, and implement plans to reduce the University’s carbon footprint in compliance with AB32.	1	I,E	(\$)
2.5e Develop and implement plans to utilize a “green cleaning” strategy (i.e., no/low chemicals).	1	I	0

2.5f	Review processes and explore additional opportunities to become paperless.	2	I,E	(\$)
2.5g	Explore opportunities to utilize recyclable and organic/locally grown food and other products	2	I,E	\$
2.5h	Explore opportunities for utilizing bio-degradable products	2	I,E	0
2.5i	Explore addition opportunities to reduce potable water.	2	I,E	(\$)

Objective 2.6 Evaluate existing administrative expenses and fees

Action Items	Priority	Action	Funding
2.6a Continue Division Committee's efforts in evaluating administrative fees and costs, e.g., credit card fee usage.	1	I,E	(\$)
2.6b Evaluate feasibility of expanding parking permit requirements and other parking regulations to evenings and weekends.	1	I,E	(\$)

Objective 2.7 Evaluate recharges and reimbursements

Action Items	Priority	Action	Funding
2.7a Identify Administration and Finance departments providing services to non-General Fund entities and quantify associated levels of service and expenditures.	1	I	0
2.7b Review existing regulations, Executive Orders, policies, and procedures pertaining to non General Fund reimbursement.	1	I	0
2.7c Identify current reimbursement practices and evaluate potential opportunities and gaps.	1	I	0
2.7d Develop, implement, and document amended policies and procedures to ensure appropriate reimbursement as necessary.	1	I	0
2.7e Evaluate costs incurred in support of grant-funded activities and recover costs as appropriate.	1	I,E	(\$)
2.7f Evaluate Physical Plant administrative fee to confirm fee is appropriate. Include benchmarking with other campuses.	2	I,E	(\$)

STRATEGIC GOAL 3 Optimize Customer Service

Service is a core Division value and an integral component of Division operations. As a partner in learning, communication, collaboration and cooperation must be at the core of the Division's customer service efforts. Aligning individual and Division efforts and priorities with stakeholder needs will further enhance the Division's service orientation.

This strategic goal builds on existing Division strengths (A-1 and A-3), addresses identified weaknesses (B-1 and B-4), takes advantage of current opportunities (C-1, C-2 and C-3) and mitigates potential threats (D-1 and D-3).

Objective 3.1 Define and improve service-level standards

Action Items	Priority	Action	Funding
3.1a Explore methods of quantifying Division and departmental staffing levels.	1	I	0
3.1b Identify and communicate existing service-level standards based on current staffing to campus community.	1	I	0
3.1c Develop resource and budget staffing plans to improve service-level standards.	2	I	\$

Objective 3.2 Review and improve departmental services

Action Items	Priority	Action	Funding
3.2a Analyze current levels of services and determine the most effective service delivery methodologies.	1	I	0
3.2b Review key Division service points to determine appropriate staffing and hours of operation.	1	I	\$
3.2c Examine key service points to determine the feasibility of providing additional self-service options for customers.	1	I	0/\$
3.2d Review all Division publications, documents, websites, and forms to ensure accuracy of information.	1	I	0
3.2e Review each key service point to determine the feasibility of staffing alternatives and enhancements.	2	I	\$
3.2f Assess the physical design of key service points to determine if the facility/space can be modified to enhance customer service.	2	I	\$

Objective 3.3 Seek additional input from customers on a regular basis

Action Items	Priority	Action	Funding
3.3a Conduct bi-annual customer satisfaction surveys for every department in the Division.	1	I	\$
3.3b Review survey results and establish action plans for improvement as needed.	1	I	\$
3.3c Make survey results available via the division website.	2	I	0
3.3d Conduct focus group regarding Division processes, services, and functions with campus customers on a regular basis.	2	I,E	0
3.3e Examine alternate methods for departments to seek input from customers.	2	I	\$

Objective 3.4 Increase pro-active communication with customers regarding Division services and functions

Action Items	Priority	Action	Funding
3.4a Appoint a Division Task Force to seek input from campus constituents regarding impacts of construction projects, develop mitigation recommendations, and implement comprehensive strategies to notify the campus of project impacts and mitigation measures in a timely manner.	1	I,E	\$
3.4b Develop written brochures summarizing Division and departmental services utilizing a “Frequently Asked Questions” format. Distribute during faculty and staff orientations and post on Division and departmental websites.	1	I	0
3.4c Include a summary of the following in prominent and easily retrieved locations on department and Division webpages: <ul style="list-style-type: none"> • Services • Customer contacts (preferably with photo), • FAQs • Policies and procedures • Troubleshooting/quick reference sheets for frequently used programs 	1	I	0
3.4d Publish a Division annual report summarizing key accomplishments and upcoming plans and projects and distribute to the campus community.	1	I	\$
3.4e Create a Division standard for email notifications to the campus (e.g., include contact person and a link to FAQs regarding the email).	1	I	0
3.4f Utilize the semi-annual Division newsletter or email to highlight services, procedures, and	2	I	0

	accomplishments via a “Did You Know” format.			
3.4g	Develop “coordinator” programs similar to Department IT Coordinator and Department Safety Coordinators program for areas such as Human Resources, Finance and Facilities.	2	I	0
3.4h	Host open forums/meetings with the Vice President and his direct reports regarding Division projects and programs.	2	I,E	0
3.4i	Provide monthly updates on projects & activities in bullet format on the Division homepage.	2	I	0

Objective 3.5 Enhance service orientation, communication, and functional skills of Division staff

Action Items	Priority	Action	Funding
3.5a Provide initial formalized customer service, communication, and functional skills training for Division managers and staff.	1	I	0
3.5b Develop definitions of "outstanding customer service" for each department.	1	I	0
3.5c Establish clear expectations for customer service, communication, and functional skills and evaluate managers and staff on their success in meeting these expectations.	1	I	0
3.5d Provide training on how to communicate department services, e.g., how to use emails, newsletters and web pages to inform customers of Division services.	1	I,E	\$
3.5e Establish formalized customer service and functional skills refresher training.	2	I	0
3.5f Establish departmental programs to recognize individuals who exemplify outstanding customer service.	2	I	0/\$
3.5g Develop departmental cross training plans to ensure a continuous level of service.	2	I	0
3.5h Provide training on email etiquette.	2	I	0

Objective 3.6 Increase the effectiveness of intra-Divisional communication

Action Items	Priority	Action	Funding
3.6a Provide opportunities for Division departments to meet face-to-face to understand roles, provide updates, and for community/team building.	1	I	0
3.6b Host meetings with key personnel from other divisions to understand their service needs.	2	I,E	0
3.6c Continue to host Division events to provide opportunities for Division staff to meet informally/formally.	2	I	\$

STRATEGIC GOAL 4

Invest in the personal and professional growth of Division staff

The talents, knowledge, and commitment of Division staff are the key to its success. In order to continue to build a high performance culture, the Division must ensure staff have the skills and training necessary to perform their duties and responsibilities in an effective and efficient manner, and are well prepared to assume new roles and responsibilities in the future. The Division must provide a challenging and supportive work environment that fosters opportunities for staff to expand knowledge and achieve success.

This strategic goal builds on an existing Division strength (A-1), addresses identified weaknesses (B-1, B-3 and B-4) and mitigates a potential threat (D-4).

Objective: 4.1 *Provide a variety of programs that foster and enhance professional development and Division values*

Action Items	Priority	Action	Funding
4.1a Assign responsibility for overseeing implementation of a formalized professional development framework for the Division to a specific individual with support from a taskforce or advisory board.	1	I	\$
4.1b Implement the University Business Institute.	1	I	\$
4.1c Develop and implement a revised University Leadership Institute.	1	I	\$\$

Objective 4.2 *Align policies and decision-making with a culture of learning and growth*

Action Items	Priority	Action	Funding
4.2a Review existing policies and practices and explore opportunities for increased flexibility in making internal promotions, reclassifications, in-range progressions, and temporary reassignments.	1	I	\$
4.2b Provide additional opportunities for positions and staff to grow and evolve in their position over time.	1	I	\$
4.2c Delegate authority to approve personnel actions (e.g., reassignments, reclassifications, in-range progressions, and other personnel actions permitted by collective bargaining agreements) to Senior Managers within the scope of their respective budget.	1	I	\$
4.2d Remove existing barriers to professional development.	1	I	\$

Objective 4.3 Enhance department and Division-level recognition and align recognition with strategic goals and Division values

Action Items	Priority	Action	Funding
4.3a Assess current levels of funding allocated to departmental recognition programs.	1	I	\$
4.3b Establish consistent and equitable levels of funding for departmental recognition programs across the Division.	1	I	\$
4.3c Explore creation of Division-level recognition programs aligned with strategic Divisional goals and values.	2	I	\$

APPENDIX A—STEERING COMMITTEE, TASK FORCE CHARGES AND TASK FORCE MEMBERS

STEERING COMMITTEE

Bill Barrett, Associate Vice President, Administration
Jeff Bechtold, Refrigeration Mechanic, Physical Plant
John Beisner, Director, Risk Management
Liz Castello, Labor-Employee Relations Coordinator, Human Resources
Jim Corbett, Assistant Director, Projects and Programs, Physical Plant
Bill Dickerson, Executive Director, Auxiliary Services
Naomi Goodwin, Assistant Vice President, Administration and Finance
Willie Hagan, Vice President, Administration and Finance/CFO
Glenda Hart, Director, Payroll Services
Brian Jenkins, Associate Vice President, Finance
Judi King, Chief, University Police
Christine Lua, Transportation Analyst, Parking and Transportation
May Wong, Director Accounts Payable

Former Members

Karen Alonzo, Facilities Management
Cheryl Perreira, Business Planning and Improvement

PHASE ONE TASK FORCES

Four Phase One Task Forces, comprised of managers and staff from across the Division, were established in March 2007. Charges for the Task Forces are identified below:

MISSION/VISION

Charge: With the merger of the Administration and Business and Financial Affairs Divisions, we must examine our mission as the Administration and Finance Division as well as our vision of how we will accomplish our mission. The charge for this task force is to review mission/vision statements adopted by other administration and finance divisions in higher education, consult with campus constituencies as appropriate, and craft a comprehensive, relevant and inspiring mission/vision statement for the Division of Administration and Finance that reflects our commitment to excellence and to our people.

Chair: **John Beisner, Risk Management**

Members: Robin Innes, Employee Training and Development
Paulette Blumberg, VP Administration & Finance Office
Spence Colman, Physical Plant

RESOURCES

Charge: With the unprecedented growth experienced by the University in the past 5-10 years, resources to maintain and support the physical and financial infrastructure of the campus have been stretched to the breaking point. The charge for this task force is to examine current allocation of resources and ways of doing business and recommend

strategic goals, objectives and action plans that would offer strategies to maximize efficiencies and eliminate waste, recommend possible redeployment of existing resources, and identify potential new sources of revenue.

Chair: **Willem van der Pol, Physical Plant**

Members: Bill Barrett, Administration
Scott Bourdon, Environmental Health and Instructional Safety
Debbie Ellis, University Police
Greg Sweet, Controller's Office

ORGANIZATIONAL STRUCTURE

Charge: With the merger of the Administration and Business and Financial Affairs Divisions, an examination of the structure of the new Administration and Finance Division must be undertaken to realign operations and eliminate redundancies. The charge for this task force is to review and assess our current organizational structure, review organizational structures of administration and finance organizations similar to ours, and recommend strategic goals and objectives that would eliminate silos and maximize the efficiency and effectiveness of all our operations.

Chair: **Laleh Graylee, Financial Services**

Members: John Beisner, Risk Management
Judi King, University Police
Joe Ferrer, Parking and Transportation
Chris Hall, Human Resources
Tom Whitfield, Environmental Health & Instructional Safety

PROFESSIONAL DEVELOPMENT

Charge: Our employees are our greatest resource and our commitment is to provide opportunities for each individual to grow personally and professionally to achieve his or her potential. The charge of this task force is to review current professional development opportunities and recognition programs available to Division employees, assess employee and organizational needs, and recommend strategic goals, objectives and action plans to develop and support our workforce.

Chair: **Naomi Goodwin, Administration & Finance**

Members: Welson Badal, Administration & Finance IT
Roy Gonzales, Physical Plant
Sylvia Gonzalez, Human Resources Operations
Marian Sherman, VP Administration & Finance Office
Don Green, Contracts and Procurement
Zia Qureshi, Student Financial Services

PHASE TWO TASK FORCES

Four Phase Two Task Forces, also comprised of managers and staff from across the Division, were launched in December 2007. Charges for the Task Forces are identified below:

COMMUNICATION

Charge: To accomplish its mission, the Division must engage in effective communication, both externally with campus constituencies, as well as internally among Division staff. The charge for this task force is to review existing divisional and departmental communication mechanisms; consult with campus constituencies as appropriate; and recommend strategic goals, objectives, and actions that support a comprehensive and relevant communication strategy for the Division of Administration and Finance.

Chair: **Joe Ferrer, Parking and Transportation**

Members: Clara Bowman, Finance
Mary Ellen Frazier, Parking and Transportation Services
Denise Johnson, Human Resources Operations
Jan Pasquale, Physical Plant
Marian Sherman, VP Admin & Finance
Co Wilkins, Environmental Health and Instructional Safety
Crystal Wooldridge, Auxiliary Services Corporation

CUSTOMER SERVICE

Charge: As an organization dedicated to the success of the University's mission, the Division must display exemplary customer service in providing functions and services in support of the University. The charge for this task force is to examine current customer service practices; consult with campus constituents as appropriate; and recommend strategic goals, objectives, and action plans to enhance current customer service levels.

Chair: **Judi King, University Police**

Members: Phenicia Allen, Human Resource Operations
Joyce Cross, Student Financial Services
Chuck Kissel, Titan Bookstore
Hector Muniz, Contracts and Procurement
Sarah Song, Budget
Tracey Zuno, Physical Plant

PROCESS IMPROVEMENT

Charge: With the merger of the Administration and Business and Financial Affairs Divisions and implementation of new human resources and financial systems, we must examine opportunities to improve our business processes. The charge of this task force is to recommend to the strategic planning steering committee a short list of critical processes for potential review; conduct a high-level analysis of processes selected by the steering committee; consult with campus constituents as appropriate; and recommend strategic goals, objectives, and action plans to maximize the efficiency and effectiveness of these processes.

Chair: **May Wong, Accounts Payable**

Members: Bill Barrett, Administration
Linda Dominguez, Design and Construction
Rosamaria Gomez-Amaro, Diversity & Equity Programs
Susan Lasswell, Organizational Development
Margie Titular, Physical Plant

GROWTH

Charge: The growth in the student population that has made us the largest CSU campus in the system has resulted in a number of space, infrastructure and resources challenges for our Division. The charge of this task force is to examine the positive and negative operational impacts of enrollment growth on the Division's services; consult with campus constituents as appropriate; and recommend strategic goals, objectives, and action plans that would mitigate negative impacts and enable the Division to take advantage of opportunities to maintain and improve our levels of service to the campus.

Chair: **Jay Bond, Facilities Management**

Members: Kim Apel, Facilities Planning
John Brockie, University Police
Tia Damron, Contracts & Procurement
Bill Dickerson, Auxiliary Services Corporation
Charles Holt, Parking and Transportation
John Lynn, Human Resources
Tom Whitfield, Environmental Health & Instructional Safety
Debbie Wiedeman, Physical Plant

APPENDIX B—REVIEW OF SELECT PROCESSES

Two processes were selected for initial review during the strategic planning process: staff hiring and key issuance. Recommendations regarding these processes are identified below:

Objective 1.1 Enhance services relative to the recruitment/hiring process

Action Items	Priority	Action	Funding
1.1a Partner with Division Heads to fully implement the President’s Delegation of Authority matrix of 2007.	1	I,E	0
1.1b Develop and implement a communication plan and training plan for recruitment/hiring.	1	I	0

Objective 1.2 Decrease the time required by Division internal processes to conduct recruitments

Action Items	Priority	Action	Funding
1.2a Assign a group of Division staff involved in recruitment activities to analyze and interpret Division data and identify potential changes in internal practices that would minimize delays.	1	I	0
1.2b Develop and communicate procedures/guidelines that would decrease time to recruit at critical steps and develop and implement a communication and training plan.	2	I	0
1.2c Collect and review intra-Divisional recruitment data periodically during next 12-24 months to determine if/how changes impact time from requisition to hire.	2	I	0
1.2d Share lessons learned regarding intra-Divisional practices with other Division HR Coordinators.	2	I	0

Objective 2.1 Enhance customer service relative to the key issuance process

Action Items	Priority	Action	Funding
2.1a Develop and implement a training and communication plan for the key issuance process, including workshops for Key Coordinators.	1	I	0
2.1b Review key issuance information posted on the website and add updated procedures and forms.	1	I	0
2.1c Send email notifications to requestors upon completion of the key request orders	2	I	0

Objective 2.2 Enhance the current key issuance process

Action Items	Priority	Action	Funding
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2.2a	Create and maintain a master listing of all campus personnel involved in the key issuance process (i.e., requestors and approvers)	1	I	0
2.2b	Review current forms and redesign based on customer needs	1	I	0
2.2c	Evaluate the use of online forms	2	I,E	\$
2.2d	Utilize FAMIS to provide reports to Division/Department Key Coordinators and Approvers regarding keys distributed to offices/buildings under their purview.	2	I,E	\$

APPENDIX C—REVIEW OF DIVISION ORGANIZATION

The Division organizational structure was reviewed as part of the strategic planning process. Recommendations endorsed by the Steering Committee regarding the division organizational structure not previously included in the strategic goals, objectives, and action items are identified below:

Objective 1.1 Adjust spans of control, accountability, influence and support

Action Items	Priority	Action	Funding
1.1a Reduce the number of direct reports to the Vice President to 5 or 6.	1	I	0
1.1b Streamline the reporting structure of the Vice President’s Office to improve efficiency. Consider creating a Chief of Staff position reporting to the Vice President.	1	I	0

Objective 1.2 Streamline, eliminate or consolidate duplicative functions

Action Items	Priority	Action	Funding
1.2a Evaluate ownership and responsibility for Fleet Services and the Motor Pool, including consideration of contracting with an outside vendor.	1	I	0
1.2b Evaluate ownership and responsibility for Reprographics and the Copier Program.	1	I	0
1.2c Evaluate ownership and responsibility for student-related Accounting functions.	1	I	0
1.2d Evaluate ownership and responsibility for Logistical Services functions (Asset Management, Mail Services, Shipping & Receiving, Moving Services, and Archives).	1	I	0
1.2e Evaluate ownership and responsibility for capital and non-capital project management.	2	I	0