

## **DIVISION OF BUSINESS & FINANCIAL AFFAIRS ANNUAL REPORT AND STRATEGIC WORK PLAN FOR FISCAL YEAR 2015-16**

---

### **Introduction and Context**

**Organizational Structure:** The Division of Business & Financial Affairs (BFA) is comprised of five units and four core programs plus auxiliaries that support the CI campus by providing essential services. The organization structure includes Financial Services; Human Resources; Facilities Services; Planning, Construction & Design; Public Safety; and Administrative Services. Additionally, BFA is responsible for Budget, Financial Planning, Environmental Health & Safety, and Risk Management.

**Role:** As CI continues to grow, the division must anticipate needs and mobilize operations to increase capacity to support this expansion. Near-term planning must recognize that our current student population has reached approximately 5,000 FTES, with long-term planning to be for 15,000 FTES at full build-out. Current plans use an enrollment growth assumption of 4% per year. BFA strategic priorities focus on putting systems and structures in place to support this next major phase of growth and organizational maturity.

### **Our Approach: Transformation**

The funding and anticipated campus growth challenges we face have required a shift in the way we do business. In addition to incremental improvements in our operations, transformational changes to our unit and program leadership and business strategies will help us to serve our current student population and beyond. We continue to challenge and re-conceive our programs and services, putting systems in place while intentionally challenging ourselves as leaders. We are also empowering members of the BFA by equipping them with the skills and knowledge needed to fully participate in planning, implementation, assessment, and improvement processes.

### **Our Approach: Collaboration**

As we continue to build programs, create structures and processes, and provide next level services, we are deliberately invested in building relationships amongst the BFA units, with other campus units, and with our community partners. The results of these investments are developing in the form of partnerships, Lean improvements and cost savings, as well as less tangible assets like strengthened trust, goodwill, and capacity for more effective change and further innovation.

### **BFA Mission, Vision, and Values**

**Mission:** The Division of Business and Financial Affairs component units and programs support CI's academic mission by transforming the delivery of services through continuous improvement.

**Vision:** We are the recognized leader for delivery of outstanding services.

**Values:** Teamwork, Diversity, Integrity, Respect, Excellence, Collaboration

**Goals:** The divisional strategy map will reflect the primary strategic goals of the division, collaboratively identified and compiled by the leadership of the individual units (Attachment 1).

### **Overview of Units**

1. **Vice President's Office** – The Vice President's office is responsible for BFA strategy and leadership as well as the overall planning and management of the campus. It also includes special projects, organizational effectiveness, and risk management (SRM).

**DIVISION OF BUSINESS & FINANCIAL AFFAIRS  
ANNUAL REPORT AND STRATEGIC WORK PLAN FOR FISCAL YEAR 2015-16**

---

2. **Financial Services** - The unit includes three departments: Fiscal Services, Budget, and Student Business Services (SBS). Combined, these units are responsible for ensuring that all accounting, reporting, and reconciliation functions are performed in accordance with applicable law and policy while also providing the highest possible level of service to CI students and the larger campus community. The unit also maintains a liaison relationship with the Chancellor's Office for reporting and compliance matters.
3. **Human Resources (HR)** – This area is responsible for the full complement of human resource services for the campus including recruitment and employment processing, benefits administration, compensation and classification, professional training and development, equity and diversity, employee relations, HR information systems, and payroll. The unit maintains a liaison relationship with the Chancellor's Office for reporting and compliance matters.
4. **Facilities Services (FS)** – FS is responsible maintaining buildings and landscaping, providing custodial services, managing utilities, and providing support services to the campus. FS also maintains a liaison relationship with the Chancellor's Office for reporting and compliance matters.
5. **Planning, Design & Construction (PDC)**-Responsible for the oversight of the planning, design, and construction of all new and existing buildings on campus. PDC maintains a liaison relationship with the Chancellor's Office for the coordination of capital projects, as well as reporting and compliance matters.
6. **Public Safety** – The unit is responsible for the safety and security of the campus environment as well as management of campus transportation and parking. The unit is comprised of the University Police Department; Transportation & Parking Services; and the Environmental, Health & Safety program (EHS).
7. **Administrative Services** – Administrative Services is responsible for the east campus including property management of for-sale and rental properties, as well as retail space. The unit oversees a commercial service that provides retail food services, residential dining, vending, and catering, and the Conference & Events office (C&E). Administrative Services also provides oversight of the CI Power Plant and Procurement & Logistical Services.

**Accomplishments 2014-15**

**Business & Financial Affairs**

As a baseline operating practice, all units within the Division of Business & Financial Affairs annually review current resources to ensure that they are allocated to top needs and identify ways to continuously improve programs we administer. With the implementation of the Lean Six Sigma program in its third year, and exercising our due diligence, we have identified additional efficiency opportunities, first within the division and subsequently cross-divisionally, in support of the University's growth. For example, we have reallocated resources to support the newly-created Conference & Events (C&E) office, repositioning a manager from Facilities Services to a C&E financial analyst. Cross-divisionally and in support of University Advancement, the Associate Director of Special Projects position was reallocated to that unit. Also, in support of the campus-wide Professional Development program, divisional funds were used to support the new specialist position. Divisional funds were also reallocated to fund a position in support of risk management and public records' requests. It is notable that all of these activities have resulted in cumulative efficiencies of \$437k without any additional funding requests made to the University.

## DIVISION OF BUSINESS & FINANCIAL AFFAIRS ANNUAL REPORT AND STRATEGIC WORK PLAN FOR FISCAL YEAR 2015-16

---

Other efficiencies worth noting here are the result of the work of our Facilities Services department. For example, since 2012, CI has added 160k square feet of custodial space. Using industry standards (Association of Physical Plant Administrators, or APPA), with Level 1 being the highest rating and Level 5 the lowest, it would take 24.9 full time equivalents (FTE's) staff to maintain a Level 3 tidiness. Even with the additional square footage, CI custodians have achieved a Level 2 rating with just 23.5 FTE's, a savings of \$66k. This speaks not only to how Facilities has streamlined their operations, but also is a reflection of the pride that the staff takes in their work. Facilities Services has also added seven hours of service during the week by reallocating shifts, which has decreased overtime and call-back time. This has provided added value to the University while at the same time resulting in a savings of 4 FTE's or \$200k.

These activities and others remind us of how we, in the Division of Business & Financial Affairs, connect what we do every day to further the CI mission. To acknowledge the good work of our staff, a Rewards and Recognition team was convened in appreciation of staff members who exemplify how their work makes CI a better place for students to learn and develop.

BFA continues to align itself with the University's direction of "Creating the Next Decade," or CI 2025, and, as a continuously improving enterprise, the Division operationalizes its strategic plan through the development of actions that address goals and objectives, many of which are multi-year in nature.

Once again, in partnership with the Provost, BFA guided the campus **strategic resource planning** process for the 2015-16 fiscal year and drafted a budget recommendation. The Strategic Resource Planning Task Force (SRPTF) continues to reflect budget development processes on its website. These web pages provide access to budget information for the entire campus in support of the Task Force's commitment to transparency. Visit [www.csuci.edu/strategic-resource-planning](http://www.csuci.edu/strategic-resource-planning).

Yearly snapshots continue to illustrate the thoughtful analyses of the University's resources to support President Richard R. Rush, Provost Gayle Hutchinson, and other senior leaders to facilitate sound and informed decisions. Our multi-year budgeting approach continues to align resources directly to the campus strategic plan.

CI 2025, our 10-year "big idea" to develop and explore innovative approaches that will fund a major capital expansion for the campus, has progressed with the CSU Board of Trustee's concept approval of a public/private partnership multi-family housing development project and the release of the Request for Qualifications/Proposals to pursue the first project of CI2025.

In support of the work of the Foundation Board's Finance subcommittee, CI's new financial advisor, Beacon Pointe Advisors, continue to be actively engaged in providing the subcommittee with advice and recommendations for the university's portfolio.

### **Organizational Effectiveness Program (OE)**

#### Improve Operational Excellence:

- Identified key transactional tasks appropriate for shared services and developed a timeline for implementation.
  - Shared resources of student assistants now cover all of Lindero Hall, rather than each having an individual cadre, enabling more efficient and productive work.

**DIVISION OF BUSINESS & FINANCIAL AFFAIRS**  
**ANNUAL REPORT AND STRATEGIC WORK PLAN FOR FISCAL YEAR 2015-16**

---

- Preliminary work, including creating a charter and metrics gathering, for a shared service travel office was completed, along with travel to CSUN to leverage partnership opportunities.
- The customer service-focused FISH! Philosophy continues to be shared with the campus community, most recently as part of the Professional Development Spring Series, “Customer Service Workshop.”

Attract and Retain a Diverse and Talented Staff:

- Engaged a Professional Development Specialist to operationalize the campus-wide Professional Development Program’s (PD) strategic plan.
- Researched the process for engaging an intern for the Vice President’s office. A Confidential II and Confidential III were recruited and hired in support of the Vice President’s office.
- Continued to leverage existing partnerships with the County of Ventura (Lean Six Sigma); Academic Affairs; Student Affairs; and ISLAS Academy. Explored new community and CI partnerships for professional development opportunities with the US Naval Base’s leadership program and other community organizations.

Enhance Resources:

- Developed and operationalized the strategic plan for the Conference and Events office to ensure that the shared services model was implemented. This model will be used as a template for future shared services opportunities;
- Participated with the CI 2025 team for the planning and implementation of strategies as they relate to the growth and development of the campus;
- Lean Six Sigma continues to be driven through the partnership with County of Ventura’s Green Belt and Yellow Belt training.

Enrich Communication:

- Using CI’s marketing tools (i.e. website, Wavelength, etc.), created and implemented a communication plan for the PD program;
- Communicated Operational Effectiveness activities as they relate to survey results.

Metrics that were previously established continue to be tracked through Qualtrics surveys.

**Financial Services**

Attract and Retain a Diverse and Talented Staff

- Enhanced employee morale through engagement in fun activities to support teamwork.
- Provided professional development training opportunities to staff, both in-house and off-site.

Enhance Resources

- Expanded Hyperion training and use of system;
- With the revised session formats to fit into fall/spring semesters, it will not be necessary for Extended University to have winter sessions;
- Documented processes to reconcile budgeted/funded positions. Developed new position management forms, and communication and training to campus community is ongoing;
- Created new funding model for Facilities Services and Construction Management fee model to help inform decision making;

**DIVISION OF BUSINESS & FINANCIAL AFFAIRS  
ANNUAL REPORT AND STRATEGIC WORK PLAN FOR FISCAL YEAR 2015-16**

---

- Documented and implemented the first phase of a Direct Deposit process whereby refunds are provided to students in a timely manner;
- Developed a process to facilitate tuition payments by third parties, with go-live date of August 1, 2015;
- Implemented Accounts Payable direct deposit for staff, faculty, and vendor reimbursements;
- Convened a team to improve the current collections process;
- Refined processes and procedures, and created efficient policies and /or administrative details that support excellent customer service.

Metrics focus will be to improve the overall performance benchmark (3.52) by 10% (3.87). Activities will be in direct response to survey comments that relate to the perception of a “no” culture in FS.

**Human Resources**

Improve Operational Excellence:

- Implemented all of People Soft modules supported by Common Management Systems (CMS);
- Instructional Student Assistants (ISA's) were added to Time and Labor System (TLSS);
- Continued review of Absence Management (AMS) and TLSS to enhance customer satisfaction.
  - Process guides were updated and FAQ's were developed to assist end users;
  - An audit of the system was initiated;
  - A “Reports to” customization now allows HR users to make reporting relationship changes in order to expedite manager access to their employee records in AMS;
- To improve customer service, process guides and FAQ's have been developed;
  - Implemented a new streamlined Employee Requisition Form
  - The Student Separation process was documented.

Attract and Retain a Diverse and Talented Staff:

- Collaborated with Title IX Inclusion Officer to support development of a diversity training program. HR Director meets regularly with T IX IO to ensure continuity;
- Human Resources participates with the CSU/APC negotiating team.

Enhance Resources:

- Many on-line training opportunities are now available through SkillPort;
- Documented Payroll and other HR processes, and increased the use of electronic processes:
  - Background checks; benefits orientation; quick user guides were created for HR data entry, position management, and TLSS.

Enrich Communication:

- Improved web pages to enrich communication and optimize mobile device access. New Hire pages were developed and implemented for staff & faculty, and students.

Metrics continue to be tracked using baseline numbers which were identified in the 2013-14 fiscal year.

**DIVISION OF BUSINESS & FINANCIAL AFFAIRS**  
**ANNUAL REPORT AND STRATEGIC WORK PLAN FOR FISCAL YEAR 2015-16**

---

**Facilities Services (DFS)**

Improve Operational Excellence:

- Existing staffing was leveraged to provide additional hours of coverage to better serve campus needs;
- Conducted a DFS customer services survey in fall of 2014;
- A strategic space planning review is being planned for the next three to five years;
- Completed second phase of classroom refreshes for the Bell Tower;
- Engaged in academic programs (engineering, sustainability, and biology) through open discussions; these efforts and other sustainability-focused activities have resulted in CI named a STARS Gold Institution by the Association for the Advancement of Sustainability in Higher Education;
- Capstone projects planned to involve students with sustainability and energy savings projects;
- Refreshed all internal safety programs and developed automated triggers within Construction Management Systems to perform annual reviews and updates;
- Launched energy and water conservation projects and continued efforts to improve waste reduction efficiencies.
- Launched continuous commissioning program to improve sustainability performance in the Central Plant, Madera Hall, and Del Norte Hall.

Attract and Retain a Diverse and Talented Staff:

- Provided training to staff on standard operating procedures, developing over 50 process guidelines;
- Implemented individualized development opportunities for staff, which are written into performance reviews;
- Management training sessions opportunities provided to managers;
- Employee morale program supported through monthly team-building events.

Enhance Resources:

- Implemented a Preventive Maintenance Program and improve work order prioritization and scheduling;
- Collaboratively developed meaningful KPI's and set baselines and achievable targets;
- Grounds management program implementation and inventory practices are assessed;
- Implementation of Building Information Modeling is in progress.

Enrich Communication:

- FS will continue its sustainability communication program through educational and outreach opportunities.

Metrics will be traced using baseline data from the 2013 customer satisfaction survey.

**Public Safety (PS)**

Improve Operational Excellence:

- Customer Service Counter now staffed until 7:00 p.m. Monday - Friday;
- Offered ergonomic assessments to all CI employees;
- Employees (25%) have completed the Customer Service training;
- Plans are being developed for the construction of additional on-campus parking spaces;
- A plan for intra-campus shuttle is complete;



**DIVISION OF BUSINESS & FINANCIAL AFFAIRS**  
**ANNUAL REPORT AND STRATEGIC WORK PLAN FOR FISCAL YEAR 2015-16**

---

- A formal working relationship has been established with Title IX Coordinator;
- Collaboration and assistance is being provided to the new Conference & Events office;
- Environmental Health & Safety relationships developed with area-specific safety coordinators;
- Future leadership has been identified from within existing staff.

Attract and Retain a Diverse and Talented Staff

- A Learning Management System was implemented for Facilities Services staff for their Health & Safety training;
- Operations Manual for University Public Safety Officers and Dispatchers is complete;
- Fostered entrepreneurship through providing Lean Six Sigma Green and Yellow Belt training;
- Quarterly security contacts and University Glen meetings are being conducted;
- Quarterly University Safety meetings are conducted.

Enhance Resources

- All-hazards plan has been updated;
- The recruitment process and the cash handling process has been documented;
- A Lean project is underway to streamline time sheet processing.

Enrich Communication

- Refreshed Public Safety web presence;

Metrics will be tracked using baseline data from the 2013 customer satisfaction survey.

**Administrative Services**

Improve Operational Excellence:

- Implemented a marketing plan to compliment campus activities to improve customer service.

Attract and Retain a Diverse and Talented Staff:

- Completed the hiring process for a Manager of Conference and Events Office (CONFERENCE & EVENTS OFFICE).
- Encouraged and supported professional development and certification, including customer service training.
- Provided campus training for online requisitions, ProCard program, and the request for proposal process;
- Reviewed and improved University Glen Corporation (UCG) hiring process, focusing on diversity.

Enhance Resources:

- Participated in the planning for two major construction projects to be opened fall of 2016;
- Collaborated with Extended Education to identify a new space for the Thousand Oaks campus;
- Complete the transition of Conference & Events operations to Administrative Services;
- Created, reviewed, and revised policies and procedures for Conference & Events office and procurement operations;
- Purchase required HVAC equipment and train techs how to switch out compressors/heat pumps;
- Oversaw many property enhancements, including areas impacted by the Springs Fire.

**DIVISION OF BUSINESS & FINANCIAL AFFAIRS  
ANNUAL REPORT AND STRATEGIC WORK PLAN FOR FISCAL YEAR 2015-16**

---

Enrich Communication:

- Improved communication with employees and community through town halls and campus meetings.

Metrics will be tracked using baseline data from the 2013 customer survey.

**Special Projects**

Improve Operational Excellence:

- Expanded the Business Continuity Program;
- Continued development of the Copier Program with HelpDesk now monitoring calls and technicians assigned to machines;
- Responded to Public Records Requests in a timely manner;
- Achieved accurate documentation of expenditures;
- Engaged consultant to complete the park's mini Master Plan.

Attract and Retain a Diverse and Talented Staff:

- Participated in staff professional development about key areas such as risk management, shared services, and UBIT training.

Enhance Resources:

- Created orientation for audit process;
- Supported CI 2025 project.

Enrich Communication:

- Maintain websites, updated information regularly.
- Seek opportunities to gather information campus wide.
- Maintain and further develop annual trainings/workshops.

Metrics: The copier program received complaints in 2013, however significant changes have been made in this area. Comments regarding Risk Management services were generally positive. Metrics will be tracked using baseline data from the 2013 customer satisfaction survey.

**Divisional Key Initiatives for FY 2015-16**

In preparation of the development of BFA's work plan for FY 2015-16, the division's leadership team participated in a planning session to identify goals for the upcoming year that aligned with the BFA strategy map (see Attachment 1). The context for that day's work focused on the institution's growth, identifying activities to ensure that resources are allocated as efficiently as possible, while at the same time maintaining the highest level of customer service. For the Division of Business & Financial Affairs, this will mean an intentional focus on developing more effective current business processes and taking deliberate, calculated risks on new ones while keeping a keen eye on connecting our work with making CI a better place for students to learn and develop.

**Campus-wide strategic resource planning:** We will continue to engage in those activities that increase transparency and encourage accountability.



## DIVISION OF BUSINESS & FINANCIAL AFFAIRS ANNUAL REPORT AND STRATEGIC WORK PLAN FOR FISCAL YEAR 2015-16

**Capital expansion:** The division will continue its work on CI 2025, the major capital expansion strategy that will support the next decade of growth. In collaboration with Jones, Lang, LaSalle as developer advisor, and through the Request for Proposal/Qualifications (RFP/Q) process, we will identify a developer that will enable us to implement the strategy that has been developed to execute and deliver a capital expansion program.

**Lean Six Sigma:** A key component of the division's efforts to meet its goals and objectives to support the campus is supported by the division's Organizational Effectiveness Program (OE).

*Purpose:* To strengthen the continuous improvement activities on campus, services are offered that support learning and development, strategic planning, and project facilitation. Leadership coaching and change management is also provided. *Strategy:* OE will continue to expand its service offerings to other areas of the campus as interest in the program develops. The desired outcome is to continue to exemplify exceptional communication and collaboration, and to influence the campus to embrace a culture of planning, assessment, improvement, and accountability, as well as to develop a capacity for change leadership and organizational competencies that will be needed as CI creates its next decade.



*Activities:* Under the program, the division will continue to collaborate with its partners at Cal Poly SLO and the County of Ventura Executive Offices on Lean initiatives. New partnerships will be explored within the CI community, including faculty, and the community at large.

### Organizational Effectiveness Program – Key Initiatives 2015-16

#### Improve Operational Excellence

- Improve customer service
  - Identify transactional tasks that could be transferred to a shared service office;
- Prepare for growth
  - Participate with the CI 2025 Team;
  - Seek opportunity to engage an intern.
- Succession planning
  - Recruit a Shared Services Director.

#### Attract and Retain a Diverse and Talented Staff

- Foster entrepreneurship
  - Provide opportunities for CI staff to learn entrepreneurship.
- Offer robust development opportunities
  - Develop a work plan with Professional Development Specialist
    - Revisit mission/vision/strategic plan w/cross-campus engagement;
    - Direct a two-year training plan for staff development; create calendar;

**DIVISION OF BUSINESS & FINANCIAL AFFAIRS**  
**ANNUAL REPORT AND STRATEGIC WORK PLAN FOR FISCAL YEAR 2015-16**

---

- Include survey feedback, such as leadership development, Lean Six Sigma training and FISH! Philosophy.
- Community building
  - Continue partnerships with County of Ventura (Lean Six Sigma); Academic Affairs; Students Affairs, and ISLAS Academy
  - Explore additional opportunities with US Naval Base's Leadership program and other community organizations.

Enhance Resources:

- Implement online, web-based, self-service solutions
  - Facilitate implementation of travel software;
  - Enhance SkillPort opportunities.
- Streamline processes for timeliness and efficiency
  - Facilitate Lean Six Sigma projects.

Enrich Communication:

- Improve websites
  - PD and OE websites to be enhanced.
- Increase the variety of communication tools
  - Create and implement a communication plan for the PD program.
  - Communicate OE activities as they relate to previously-defined metrics. Other metrics may be identified, established, and tracked over the course of the coming year.

**Financial Services – Key Initiatives 2015-16**

Improve Operational Excellence:

- Improve customer service
  - Fiscal Services will continue relationship building with Research and Sponsored Programs, Principal Investigators, and outside grantors;
  - Enhance training on financial management, data warehouse reporting, and day-to-day operations;
  - SBS will participate in customer service training;
  - Implement final phase of CashNet;
  - Improve efficiencies in Fiscal Services processes (bank reconciliations, mobile payments, departmental receipts);
  - Translate SBS forms into Spanish.
- Prepare for growth
  - Expand paperless processing and electronic signatures;
  - Implement CSU chargeback modules and review opportunities to implement Common Financial Systems modules;
  - Continue modeling benchmarks for budget and planning scenarios, such as cost to graduate, expense reduction, functional classification clarity, and tenure density;
  - Offer CI 101 training sessions, new employee orientations, and engage in cross training.

Attract and Retain a Diverse and Talented Staff:

**DIVISION OF BUSINESS & FINANCIAL AFFAIRS**  
**ANNUAL REPORT AND STRATEGIC WORK PLAN FOR FISCAL YEAR 2015-16**

---

- Review and create/update operations manuals for all SBS policies and procedures;
- Offer robust development opportunities to improve overall moral, motivation, and performance;
- Align staff goals and objectives with departmental goals. Standardize work and develop a succession plans for all positions and activities.

Enhance Resources

- Document processes, position management enhancements;
- Implement online, web-based, self-service solutions. Create video tutorials for using MyCI – SBS;
- Update SBS phone tree for Spanish speaking customers and for collections;
- Roll-out new data warehouse; provide training;
- Explore possibility of automating of financial reporting;
- Provide variance reporting and projection models on all funds.

Enrich Communication

- Create comprehensive social media plan and improve websites.

**Human Resources – Key Initiatives 2015-16**

Improve Operational Excellence:

- Improve customer service by reviewing survey results and develop plans to address areas of concerns;
- Prepare for growth by implementing the “Special Pay” section in Workforce Administration;
- An improved organizational plan will be developed;
- Identify training opportunities for current staff to enable their advancement.

Attract and Retain a Diverse and Talented Staff:

- Create operations manuals, with focus on documenting processes;
- Collaborate with Professional Development to increase offerings.

Enhance Resources:

- Develop manuals, update FAQ’s as necessary. Identify audits and develop training to reduce errors and increase accuracy of reporting;
- A LEAN project is planned to address the Extended University hire/payment process;
- Streamline the separation process.

Enrich Communication:

- Improve web pages and continue to enhance FAQ’s;
- Develop mini-training options to present at Finance & HR Council. Council meetings will be scheduled with regularity.

**DIVISION OF BUSINESS & FINANCIAL AFFAIRS  
ANNUAL REPORT AND STRATEGIC WORK PLAN FOR FISCAL YEAR 2015-16**

---

**Facilities Services – Key Initiatives 2015-16**

Improve Operational Excellence

- Improve customer service
  - Conduct a DFS customer service survey in fall, 2015; utilize APPA standard survey and review results with campus departments and FS Staff, using KPIs;
- Prepare for growth
  - Establish five year growth plan for staffing and budgetary needs;
- Share expertise and services
  - Engage in Academics through lectures on Engineering, Sustainability and Biology and work with Faculty to establish internship programs that will benefit both students and DFS;
- Succession planning
  - DFS managers and supervisors continue to provide training opportunities to staff. Use KPIs to measure percentage of positions filled with internal candidates versus external.

Attract and Retain a Diverse and Talented Staff

- Create operations manuals
  - Continue the development of operating guidelines and manuals – Package standard operating procedures (SOP) and guidelines into an interactive manual);
- Foster entrepreneurship
  - Annual strategic planning activities will be planned with staff to identify improvement plans;
- Offer robust development opportunities
  - Identify training opportunities with staff at the time of evaluations;
- Community building
  - Hold quarterly team and morale building events.

Enhance Resources

- Document processes
  - Document key transactional processes and provide training.
- Implement online, web-based, self service solutions
  - Through MyCI and DFS webpage, set up annual training calendars; create quick training videos.
- Streamline processes for timeliness and efficiency
  - Encourage process mapping and encourage lean processes.
- Improve reporting
  - Create a shared calendar reflecting reporting deadlines.

Enrich Communication

- Improve websites
  - Continuously update web pages and offer interactive tools; engage third party reviews;

**Planning, Design & Construction- Key initiatives 2015-16**

Improve Operational Excellence

- Improve customer service
  - Participate in the annual DFS Customer Survey; share results and action plans;
  - Continue delivery of capital projects on time and on budget while increasing/improving overall project value;

**DIVISION OF BUSINESS & FINANCIAL AFFAIRS**  
**ANNUAL REPORT AND STRATEGIC WORK PLAN FOR FISCAL YEAR 2015-16**

---

- Prepare for growth and continue planning for CI 2025
  - Facilitate planning efforts (CEQA, campus);
  - Continue outreach to campus communities on growth strategies.
- Share expertise and services
  - Engage campus community on campus infrastructure and sustainable efforts;
  - Establish internship programs;
  - Continue to provide project management trainings for DFS;
  - Provide training on Building Information Management (BIM);
- Succession planning
  - Identify potential candidates to become University Architect, University Planner, and Director.

Attract and Retain a Diverse and Talented Staff

- Create operations manuals
  - Continue reviewing/revision process guidelines;
- Offer robust development opportunities
  - Offer professional development opportunities for areas of expertise;
  - Provide project management refresher training.
- Community building
  - Facilitate greater interaction and collaboration with DFS to enable improved operations.

Enhance Resources

- Document processes
  - Expand paperless project management system for filing;
  - Identify construction management software to expand budget management and document controls.
- Implement online, web-based, self service solutions
  - Continue implementation of BIM on campus buildings;
  - Expand Facilities Link as a support for FS staff and the broader campus community.
- Improve reporting
  - Continue capital project audit controls for electronic filing.

Enrich Communication

- Improve websites by regular updates to the DFS and sustainability web pages;
  - Continue quarterly DFS newsletter and provide regular construction activity updates.

**Public Safety – Key Initiatives 2015-16**

Improve Operational Excellence

- Improve customer service
  - Ensure that personnel complete an annual customer service training program.
- Prepare for growth
  - Develop a four-to-five year staffing plan;
- Share expertise and services
  - Support planning and development of shared services.

**DIVISION OF BUSINESS & FINANCIAL AFFAIRS  
ANNUAL REPORT AND STRATEGIC WORK PLAN FOR FISCAL YEAR 2015-16**

---

- Succession planning
- Create succession plan for Director of EHS and Police Lieutenant.

Attract and Retain a Diverse and Talented Staff

- Create operations manuals
  - Create a division wide customer service manual /program
- Foster entrepreneurship
  - Further develop process improvement model.
- Offer robust development opportunities
  - Continue developing on-line campus' career development offerings.
- Community building
  - Offer division wide activity beyond "sit-down" lecture style meeting.

Enhance Resources

- Document processes
  - Review and update the campus' all-hazards Emergency Operations Plan.
- Streamline processes for timeliness and efficiency
  - Using Lean Six Sigma, streamline process for time clock/time sheet processing.
- Improve reporting
  - Developing reporting model for critical functions.

Enrich Communication

- Improve websites
  - Supporting division-wide resourcing.
- Increase the variety of communication tools
  - Inventory and assess current communication tools.

**Administrative Services – Key Initiatives 2015-16**

Improve Operational Excellence

- Review organizational structure of Conference and Events office;
- Complete policies and administrative detail for the Conference and Events office;
- Implement a secret shopper program to review program effectiveness.

Attract and Retain a Diverse and Talented Staff

- Develop position description for Director of Shared Services; complete the hiring process;
- Encourage and support professional development and certification.

Enhance Resources

- Participate in the planning for two construction projects to be opened in fall, 2016;
  - 600 bed-spaces for Student Housing and expanded Islands Café dining.
- Collaborate with Extended Education to locate new space for the Thousand Oaks Center.
- Develop a marketing plan for C&E;
- Develop operations plan for the expanded Islands Café;
- Investigate a campus-wide mail stop system;



**DIVISION OF BUSINESS & FINANCIAL AFFAIRS**  
**ANNUAL REPORT AND STRATEGIC WORK PLAN FOR FISCAL YEAR 2015-16**

---

- Develop a plan for a mobile food facility;
- Upgrade UGlen apartments with microwaves;
- Repaint fire hydrants and utility doors;
- Purchase HVAC equipment; provide training to technicians;
- Create a supplier manual to include vendor forms, insurance requirements, and General Provisions (GP's) for Goods & Services, as well as GP's for IT procurement;
- Create and maintain process guides;
- Research joining CSU campuses on the system-wide contract ESM Marketplace program;
- Continue to develop a campus bicycle courier program;
- Investigate a division or campus-wide document processing system;
- Implement electronic signatures where possible.

Enrich Communication

- Update websites and improve communication
  - Implement on-line catering ordering program.

**Special Projects – Key Initiatives 2015-16**

Improve Operational Excellence

- Improve customer service
  - Create a training schedule for CI Ready (business continuity software);
  - Provide program information for the Multifunctional Device (MFD) program;
  - Provide audit orientation training sessions;
  - Facilitate risk assessment for existing programs (Strategic Risk Management);
  - Create capacity to assume routine transactions in order to develop programs and improve customer service.
- Prepare for growth
  - Aid staff in identifying risks associated with emerging programs;
  - Cross train staff;
  - Create capacity for succession planning.
- Share expertise and services.
  - Provide financial services (training, pro forma's, consulting);
  - Provide risk management services (site inspections, risk consulting/program review, instruction).
- Succession planning.
  - Cross-train to the extent possible and hire new staff.

Attract and Retain a Diverse and Talented Staff

- Create operations manuals.
  - Ensure existing programs are up to date (Special Event Insurance, Foreign Travel, Pull Notice).
- Foster entrepreneurship.
  - Encourage creative thinking by staff to solve existing and emerging problems and seek support in concept and resources from CI senior executives;
  - Provide support for staff and students when developing new programs (risk assessments).
- Offer robust development opportunities.

**DIVISION OF BUSINESS & FINANCIAL AFFAIRS  
ANNUAL REPORT AND STRATEGIC WORK PLAN FOR FISCAL YEAR 2015-16**

---

- Support staff in attending workshops and conferences to foster creativity and stimulate development of new training opportunities.
- Community building.
  - Encourage participation in CI activities, both internally and with the community;
  - Provide consultations (risk, finance, audit);
  - Encourage supportive/collaborative practices through cross-divisional engagement.

Enhance Resources

- Document processes, i.e., subpoena handling, Public Records Act responses, contract renewal, etc.;
- Implement online, web-based, self-service solutions.
  - Strategic Risk Management;
  - Business Continuity Planning.
- Streamline processes for timeliness and efficiency
  - Contract renewal guidelines/process. Investigate document management programs;
- Improve reporting
  - Shorten production and distribution time of meeting minutes.

Enrich Communication

- Improve websites by continued development of content of the Strategic Risk Management Program;
- Subpoena and Public Records Request information to be posted;
- Develop a program to update timelines and release information for CI Park activities;
- Increase the variety of communication tools
  - Produce a periodic Risk Management and Special Projects newsletter.

## DIVISION OF BUSINESS & FINANCIAL AFFAIRS ANNUAL REPORT AND STRATEGIC WORK PLAN FOR FISCAL YEAR 2015-16

### Attachment I

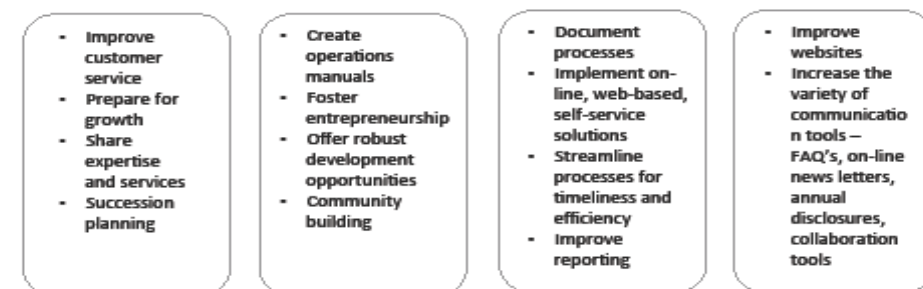


#### CI 2014-19 Strategic Priorities

1. Facilitate Student Success
2. Provide high quality education
3. Realize our future

#### Business & Financial Affairs Strategy Map 2012-17

Mission	Vision
We transform the delivery of services through continuous improvement	We are the recognized leader for the delivery of outstanding services
Values: Teamwork • Diversity • Integrity • Respect • Excellence • Collaboration	



## DIVISION OF BUSINESS & FINANCIAL AFFAIRS ANNUAL REPORT AND STRATEGIC WORK PLAN FOR FISCAL YEAR 2015-16

---

### Attachment 2 – Quality Improvement and Quality Principles

*Our quality definition articulates the goals we all share. This definition provides a common direction and focus, even though our individual work and customers vary. If we do not collectively know where we are going, it is hard to move in the same direction and to measure and celebrate success. To manage, we must all understand and commit to the quality standard.*

**Customer Service Focus:** Our customers constantly evaluate the work we do. Anything not adding value for a customer should be considered for change or elimination.

**Continuous Improvement:** Continuous Improvement is a constant and incremental process. It involves small steps, is a team effort, focuses on processes and is driven by people. Most improvements in an organization come from continuous improvement. Dramatic change is the reverse of continuous improvement. It involves big steps, is usually abrupt, and is most often driven by technology. Dramatic change happens infrequently and repositions the organization to a new level of performance from which continuous improvement begins again.

**Employee Engagement:** People are our greatest resource. Involving the right people in decision-making generates better solutions. Customer concerns are more quickly resolved. Critical to employee participation is education and training, teamwork, empowerment, open communication, and recognition. Benefits of the approach include higher morale and productivity, better solutions, better educated workforce, and more satisfied customers. Knowledgeable staff on process improvement teams produce changes that are more effective than management-directed outcomes.

**Process Focus:** Almost everything we do is a process. A process is a group of logically related activities using resources in an organization to produce results. If you manage the process, results will follow. Most problems come from process issues. A focus on work process requires a long-term orientation, training and skills development, a supportive environment, understanding of the broader context of the job and process, and team recognition. Focusing on the end result is the opposite of work process focus and produces a short-term orientation, rules, regulations, managerial control and penalties for errors.

**Plan for Change:** It is important to anticipate and plan for change. With good planning, communication, review, and quality-improvement initiatives, most potential problems in meeting our customers' needs can be foreseen and prevented. In addition, we create a more productive, stress-free environment. Among the results sought are elimination of rework and backlogs, more accurate scheduling, shorter lead times, better use of resources, and a better office climate. Reaction is the opposite of prevention. Lack of prevention dooms us to repeating our past mistakes and engaging in never-ending fire drills.

#### **“Do It Right” Attitude:**

If we each "do it right the first time," the customer gets better service and we will have more efficient processes. This saves time for the customer and us. When trying something new or improving a process, mistakes will happen. A “Do It Right” attitude should not stop us from trying something new. It should, however, keep us from delivering poor or incomplete service.

#### **Total Involvement:**

To effectively manage our rapidly changing environment in positive ways, we must all be externally focused on our customers' needs. We must work in teams to solve problems and improve processes. We must communicate

**DIVISION OF BUSINESS & FINANCIAL AFFAIRS  
ANNUAL REPORT AND STRATEGIC WORK PLAN FOR FISCAL YEAR 2015-16**

---

openly in all directions. The assumption that quality is someone else's problem is the opposite of total involvement. When employees assume that they are powerless to suggest changes and communications are kept to a minimum, a lack of trust can develop between leaders and staff. There is no sense of ownership by staff for the day-to-day problems with customer service. Quality is everybody's business, from new employee to our divisional leaders.