

Introduction and Context

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

Role: As CI continues to grow, the division has continuously anticipated University needs and has mobilized operations to increase capacity in support of this expansion. Near-term planning recognizes that our current student population has reached approximately 5,400 FTES, with long-term planning for 15,000 FTES at full build-out. Current plans use an enrollment growth assumption of 3% per year. BFA strategic priorities focus on putting systems and structures in place to support the next 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 business is conducted. 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 staff 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 reflects 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 (VP) Office** – This 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 strategic risk management. This fiscal year, the Vice President chaired the CSU system's Chief Administrators and Business Officers' Committee.

Additionally, the Vice President's office supports the work of the Foundation Board's Finance subcommittee, which has been renamed the Finance & Investment Committee. Beacon Pointe Advisors continue to be actively engaged in providing this subcommittee with advice and recommendations for the University's portfolio.

2. **Financial Services** - The unit includes Fiscal Services 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. **Budget & Planning** – This unit administers the budgetary program for CI, working in collaboration with campus leadership and divisional contacts, and provides consultative service to University administrators. It includes oversight of the operating budget, capital and resource planning, forecasting, and debt management.
4. **Human Resources (HR)** – This area is responsible for the full complement of 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.
5. **Facilities Services (FS)** – FS is responsible for 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.
6. **Planning, Design & Construction (PDC)** - This unit is 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.
7. **Public Safety** – The unit is responsible for the safety and security of the campus environment, as well as management of campus transportation and parking. It is comprised of the University Police Department; Transportation & Parking Services; and the Environmental, Health & Safety program (EHS).
8. **Administrative Services** – Administrative Services has been responsible for the east campus, including property management of for-sale and rental properties, as well as retail space. With the sale of the 328 apartments and the Town Center, these functions will transition to developer, Kennedy Williams (KW). Administrative Services currently oversees Commercial Services, which provides retail food services, residential dining, vending, as well as catering, and the Conference & Events office (C&E). Administrative Services also provides oversight of the CI Power Plant and Procurement & Logistical Services.

Accomplishments 2015-16

Business & Financial Affairs

As a baseline operating practice, all units within BFA annually review current resources to ensure that they are allocated to the top needs of the University, continuously identifying ways to improve the programs we administer. With the implementation of the Lean Six Sigma program in its fourth year, we have identified additional efficiency opportunities cross-divisionally, all in support of the University's growth. As a continuously improving enterprise, the Division operationalizes its strategic plan through the development of action plans that address goals and objectives, many of which are multi-year in nature (Appendix 1).

Strategic Resource Planning

In partnership with the Provost, BFA guided the University's strategic resource planning process for the 2016-17 fiscal year and drafted a budget recommendation which has been approved by the President. The Strategic Resource Planning Task Force (SRPTF) website reflects budget development processes, and provides access to budget information in support of the Task Force's commitment to transparency ([Strategic Resource Planning](#)). Yearly snapshots continue to illustrate thoughtful analyses of the University's resources to support the President, the Provost, 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

BFA has made significant progress with the CI 2025 Vision Plan initiative, which incorporates innovative approaches to funding a major capital expansion for the campus. This year, the completion of the first phase of the project, the sale of the east campus 328 apartments and Town Center, will provide the University with \$81 million. Of this, \$74 million will be used to pay down bond debt, and the delta will be used for escrow closing costs, with the remainder allocated to meet the highest needs of the University.

The next phase of CI 2025 is underway, following last year's concept approval by the CSU Board of Trustees for a public/private partnership multi-family housing development project. A Request for Qualifications/Proposals has been issued, and submittals reviewed, with the determination of the awardee pending.

Earlier this year, the CSU Chancellor's Office scheduled a special session of its chief business officers to discuss opportunities that may exist systemwide to engage in public private partnerships. The development of these relationships would provide alternative funding for meeting the academic needs of the CSU system by leveraging all potential revenue sources. CSU Channel Islands has been at the forefront of these discussions by sharing our use of innovative methods that are synergistic with a culture of collaboration and partnering.

In February, the American Association of University Administrators (AAUA) awarded the CI 2025 Vision Plan with prestigious John L. Blackburn Award, which recognizes outstanding examples of university leadership that demonstrate creative solutions to common problems in higher education. In June, President Rush accepted the award on behalf of the University during a special luncheon at AAUA's Annual Leadership Seminar.

Organizational Effectiveness Program (OE)

Improve Operational Excellence:

- One significant area of focus has been with the C&E office. Last summer, as Interim Director, the OE Officer worked with the C&E team to create the unit's business model, with accompanying actions to operationalize the unit's strategic plan. Most recently, consultative services have been provided regarding organizational and leadership matters;
- Further research and development activities for service management (shared services) are on-going, particularly with regard to transactional operations in Human Resources.

Attract and Retain a Diverse and Talented Staff:

- Learning strategies continued to be implemented that provide leadership and management development. Professional Development's 2015-16 Work Plan included further assessment of the program to ensure that the program continues to offer workshops and trainings that are strategically aligned and meet the needs of the University;
- Partnerships created during the program's infancy continue to be nurtured. New partnerships with faculty have resulted in workshops that have been provided at no cost, and this translates to savings of approximately \$16,000 on trainer expenses.

Enhance Resources:

- Lean Six Sigma Projects:
 - CI Foundation Finance Committee Preparation Process Improvement: The outcome of the team's work was a process that decreased the amount of meeting preparation time to less than 200 hours, or a 50% reduction;
 - Delegation of Authority Process: The former process to complete the annual template revisions and circulate them for signatures could take up to 100 business days, and for each change form generated, it could take approximately 20 business days to circulate, at an annual cost to the institution of \$27,456. By implementing the team's actions, we have achieved a 46% reduction in time spent annually on this process.
 - A 5-S Lean Project (sort, set in order, shine, standardize, sustain) was completed in the Vice President's storage closet, which had been used as the collection point for dozens of boxes accumulated during various moves and remodels. Now, the closet is organized and tidy.
- Professional Development:
 - A Professional Development Advisory Committee was established during the year, with campus-wide representation, including faculty, administration, and staff. The charge of the Committee is to provide expertise and to review course curriculum for instructor-led and e-learning opportunities. This year, the work of the group has focused on developing a Management Certificate Program.
- Lastly, an on-line library of training courses for supervisors, managers, and staff was established through CI's participation in a system-wide purchase of SkillSoft software (<https://ds.calstate.edu/?svc=skillsoft>). "How To" trainings were offered by the Professional Development Specialist, and as a result, use of Skillport more than doubled.

Enrich Communication:

- This year, a Web Coordinator was hired who will be a resource for the entire division. An action plan is in place to operationalize the unit's strategic plan, and assess the metrics established from the 2013 and 2015 Customer Satisfaction surveys. Activities to achieve goals are on-going.

Metrics from the 2015 and 2013 Customer Satisfaction Surveys reflected similar overall ratings. The data has been analyzed, and, as a continuously improving unit, actions have been identified to improve services.

Financial Services/Budget & Planning

Until recently, Financial Services included all areas of budget and fiscal services. However, with the growth of the University and the need for more focus on budgeting and planning, Financial Services has been reorganized into two separate units. Subsequently, in May, an Assistant Vice President/Controller was hired who now oversees the financial areas, and the Associate Vice President for Financial Services now focuses on budgeting and planning.

Improve Operational Excellence:

- Fiscal Services has improved customer service through relationship-building with Research and Sponsored Programs, working with them to establish functional operation manuals;
- Training continues with the popular workshops, Finance 101 and Budget 101;
- As the University grows, we are constantly working to streamline operations so that staff will have the capacity for that growth. For example, we've implemented a paperless journal entry submission process, which has resulted in saving approximately 250 hours annually in staff time. Also, we've implemented direct deposit for employee reimbursements. Not only does this provide a convenience to our customers, but we save approximately \$1,000 on postage and paper, and free-up about 220 staff hours per year. In July 2011, the CSU implemented the final phase of the Consolidated Financial System (CFS). Now, our customers have access to a data warehouse that is updated nightly, with the added ability to run customized reports.

Enhance Resources

- Position management enhancements are complete for the operating fund, auxiliary enterprise funds, and other campus trust funds, with the finalization of auxiliary position management pending;
- We are transitioning to Hyperion/Oracle's cloud-based budget & planning platform, which has position management built in. This will enable a direct feed from HR's position management;
- Several video tutorials have been created and are posted online; financial literacy training is being offered to students;
- Implemented Parent-plus, which enables student loans to be directly deposited;
- Labor Cost Distribution (salary distribution) is slated to "go-live" in July;
- CI purchased and implemented Open.Gov, a web-based financial and business intelligence tool that dynamically presents the University's revenues and expenses, from historical trends to line item details. Through access to the Open.Gov platform, faculty, management, staff, and other key stakeholders see

financial information that will lead to a better understanding of CI's budget. Training and rollout will be completed in the summer of 2016 [Open.Gov](#);

- Auxiliary fund variance reporting and projection models are now part of the routine services provided by this unit, enabling more meaningful financial reports for Foundation Board members.

Metrics from the 2015 and 2013 Customer Satisfaction Surveys reflected about the same overall ratings, however with the reorganization of services, and continued customer-focused activities, we anticipate scores will improve during the next survey round.

Human Resources (HR)

Improve Operational Excellence:

- HR has begun preparing for its next phase of growth by engaging ScottMadden Management Consultants, whose “soup-to-nuts” assessment of the department and subsequent plan of action has provided a path forward to meet the demands of a growing university. While a full transition to the new service model will be incremental, some key steps to improved efficiency within HR will include implementation of case management and document management systems, development of a knowledge base, and partnership agreements with key stakeholder departments. These steps also align with the divisional shift to a service management, or shared services model, and there will be new partnership opportunities to provide core support services that will ultimately facilitate student success.

Attract and Retain a Diverse and Talented Staff:

- Operations manuals are being updated and processes are being documented in conjunction with staff training. This enables depth of institutional knowledge within the unit, and smoother transitions when employees retire or end their employment with CI.

Enhance Resources:

- FAQ's are being updated as new topics are introduced. Absence Management reports have been developed for end users;
- The separation process is being streamlined, in collaboration with the Information Security Officer, who will be able to address security concerns.
- Collaborated with the Professional Development Specialist to increase offerings.

Enrich Communication:

- Payroll provided high level training about timekeeper and approver responsibilities to the Finance & Human Resources Council (FHR).

Metrics from the 2015 Customer Satisfaction Survey reflected a slight dip in overall ratings as compared to the 2013 results, however, with the implementation of recommendations made by ScottMadden Business Consulting underway, HR will be well-positioned for CI's next decade.

Facilities Services (DFS)

Improve Operational Excellence

- Prepare for growth/succession planning
 - To position DFS's leadership team for University growth, a five year staffing plan has been developed. As employees retire or otherwise separate from employment, salary funds will be reallocated, and this will provide \$190k to cover new position needs, and will save \$340k through reclassifications and in-range progressions. These dollars do not include benefits.
- Share expertise and services
 - The DFS Sustainability Team collaborated with CI's Instructor for Sustainability to provide students with opportunities to interact with members of the DFS staff.

Attract and Retain a Diverse and Talented Staff

- Offer robust development opportunities
 - Performance reviews include identifying professional development opportunities that can be pursued throughout the year;
 - Internal candidates are being promoted into vacant positions, with lower-level positions hired through recruitment efforts.
- Community building
 - The DFS Morale Committee plans monthly events which are well-attended. Feedback from employees reflect these activities are enjoyable and worthwhile.

Enhance Resources

- Document processes
 - Key transactional processes have been documented, and training has been provided to managers during bi-monthly meetings. Over 50 standard operating procedures (SOP) and guidelines have been packaged into an interactive PDF.
- Improve reporting
 - AIM, a computerized maintenance management system (CMMS) will not be purchased this year. Rather, DFS will piggy-back onto Facilities Link (FL), a platform that is currently in use for space management. This will save the University \$350k for the purchase, and \$60k in annual expense. The annual expense for FL will be \$15k.

Enrich Communication

- Websites are continuously updated and offer interactive tools.

Metrics from the fall, 2015 division-wide Customer Satisfaction Survey reflect a slight dip in overall satisfaction. Unit-specific responses to six in-depth questions, however, reflect improvement on all fronts, when compared to

data from the 2013 survey. Additionally, each year FS conducts a survey, and this year's results reflect above average scores.

Public Safety (PS)

Improve Operational Excellence

- Share expertise and services
 - EHS made several important changes in the campus Chemical Hygiene Plan (CHP.) Two of these changes involved laboratory self-inspections and proper student safety training. The California Faculty Association (CFA) took issue with changes that could have had workload impacts, especially the requirement to provide lab safety training for students. EHS then became involved with CFA negotiations regarding implementation of the campus CHP, and as a result, the issues were resolved by implementing an on-line laboratory safety training course for independent student laboratory researches;
 - The Police Department completed its implementation of a trauma-informed sexual assault investigation protocol. The protocol, which is consistent with Title IX, the Clery Act, victims advocacy, student conduct and psychology requirements, is a fully established best practice. The Department of Justice, Department of Education, Office on Violence Against Women, Office for Victims of Crimes, the Clery Center for Security on Campus, and local authorities have contributed standards to this practice. Specific components of the campus protocol include: (1) Community Coordination; (2) Understanding the Effects of Trauma; (3) First Response: First Impressions Matter; (4) Interviewing the Complainant; (5) Interviewing the Respondent; (6) Sexual Assault: Investigative Strategies; and (7) Report Writing.

Enrich Communication

- The assessment of current communication tools has resulted in eliminating redundancy and has streamlined operations that will improve communications during critical times.

Baseline metrics were established during the 2013 division-wide Customer Satisfaction survey. The 2015 survey reflected slightly lower scores, however the scores from the detailed survey questions reflected improvement in all areas.

Administrative Services

Improve Operational Excellence

- Prepare for growth
 - CI 2025
 - As part of the CI 2025 team, negotiated for the sale of the 328 apartments and the Town Center, located on the east campus;
 - Participated in the RFP/Q process for the development of Phase 2A/B
 - Led efforts to convert the 88 University Glen town homes into for-sale properties.
 - University Glen Corporation has been reorganized, with activities bifurcated. One entity will be named University Auxiliary Service, which will oversee the campus retail operations. The other

is University Glen Advisory Group, and will serve as the primary Site Authority interface to the University Glen community.

Enhance Resources

- Total annual sales increased by \$500k.

Metrics established during the 2013 Customer Satisfaction Survey were compared to the 2015 survey results. Overall, there was a slight decrease in the score. Responses to the six detailed questions reflected an affirmation that Administrative Services provides services that are critical to the mission of CI.

Special Projects

Improve Operational Excellence

- Prepare for growth
 - Coordinated Master Plan for CI Park;
 - Provided project support for CI 2025;
 - Provided operations support for the CI Boating Center;
 - Negotiated the contracts for the Thousand Oaks campus site.

Metrics collected during the fall 2015 Customer Satisfaction Survey reflect that overall satisfaction with the unit has improved. The responses to the detailed survey questions show improvement of each area surveyed.

Divisional Key Initiatives for FY 2016-17

In preparation of the development of BFA's work plan for the 2016-17 fiscal year, the division's leadership team participated in a planning session in June to identify goals for the upcoming year that align with the BFA strategy map (see Attachment 1). The context for the work was 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 BFA, this will mean a continued intentional focus on developing more effective 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.

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, we will move forward with the transactions that were set in motion last year, specifically the sale of the 328 apartments and Town Center located in University Glen. And, we will continue the process of identifying a developer for the 32.5 acre parcel located on the east campus.

Lean Six Sigma:

Purpose: The Organizational Effectiveness (OE) program supports the division's efforts in meeting its goals and objectives through strengthening 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 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 continue to be explored within the CI community, including faculty, and the community at large.

Organizational Effectiveness Program – Key Initiatives 2016-17

In developing the objectives of CI's OE program for this fiscal year, objectives continue to be aligned with the 2015-2020 strategic priorities, and reflect actions that have been developed as a result of feedback stemming from the December 2015 campus-wide customer satisfaction survey.



Improve Operational Excellence

- Participate in the development of a service management organization;
- Provide leadership in the implementation of DocuSign;
- Continuously improve the management of the Finance & Investment Committee.

Enhance Resources

- Lean Six Sigma:
 - Continue to drive a Lean culture at CI by identifying opportunities to leverage the campus Green Belt expertise into a community of practice that will help initiate Lean projects.
- Document processes by using the Administrative Detail format. These will include:
 - Decision-making process;
 - Project management process;
 - Computer refresh process;
 - Selection committee process;
 - Moving expense – establishment of criteria and the process.

Enrich Communication

- Provide leadership in the development of the Divisional webpages;
- Communicate OE activities based on customer satisfaction survey results

Financial Services – Key Initiatives 2016-17

Improve Operational Excellence

- Enhance training for campus community on financial management, data warehouse reporting, and day-to-day operations;
- Implement Student Financial Literacy Program;
- Enhance Student Orientation presentations and materials from Student Business Services;
- Create/review/update operations manuals for the department.

Attract and Retain a Diverse and Talented Staff

- Encourage staff to participate in professional development activities;
- Provide training to enhance Open.Gov reporting;
- Cross train staff.

Enhance Resources

- Continue development and implementation of self-service solutions for both employees and students;
- Provide reports to the CI President to ensure appropriate information is available for decision-making.

Enrich Communication

- Evaluate webpage content with a focus on ease of use.

Budget & Planning

Improve Operational Excellence

- Create business model for this new unit, developing mission, vision, values, and strategic plan;
- Roll out position management and department budget tables to support open positions, filled positions, and funding distributions;
- Continue enhancing/developing a comprehensive budget model for the University to be used for forecasting;
- Use data from customer survey to drive actions to improve services;
- Develop a work plan for a service management program to be implemented in fall 2017 semester.

Attract and Retain a Diverse and Talented Staff

- Grow the financial systems training program for everyday computing.

Enhance Resources

- Implement e-travel for campus;
- Automate financial disbursements and refunds;
- Develop a sustainable capital project model;
- Develop financial management guide.

Human Resources (HR) – Key Initiatives 2016-17

Improve Operational Excellence

- Develop plans to address areas of concern based upon December 2015 survey results and ScottMadden's recommendations, which include development of a streamlined onboarding process;
- Utilize DocuSign to streamline employee requisition process;
- HR will begin the process of restructure to better align duties and responsibilities;
- Professional Development will provide training on key areas such as classification reviews and absence management;
- Develop operations manuals.

Attract and Retain a Diverse and Talented Staff

- Identify training opportunities for current staff that who show promise and position them for advancement in the unit;
- Create a safe space to share ideas, encourage taking calculated risks, and engage employees in key decisions that impact their role on campus;

- Develop a campus-wide task force to utilize the Great Colleges to Work For survey results to identify development opportunities that were listed as high priorities;
- Continue to participate in planning campus events. Identify opportunities for HR staff to participate in campus committees or events.

Enhance Resources

- Begin drafting Business Partnership Agreements with key stakeholders on core services;
- A LEAN project is planned to address the Extended University hire/payment process;
- Update the Position Management Process Guide to reflect transition to Budget & Planning;
- Review separation process and streamline to avoid duplication of efforts by the departments and HR/Payroll;
- HR staff will track completion rates, efficiencies etc. and provide quarterly reports at HR staff meetings;
- Develop checklist and “how-to” guides for the campus community on various HR core functions such as recruitment, reclassification, and separation.

Facilities Services (FS) – Key Initiatives 2016-17

Improve Operational Excellence

- FS will provide a customer service survey in Fall of 2016;
- New positions to be filled through reallocation efforts, in-range progressions, and re-classes;
- Continue to engage in academics through lectures on engineering, sustainability, and biology through established internship programs.

Attract and Retain a Diverse and Talented Staff

- FS managers and supervisors will continue to encourage and guide staff who show a willingness to learn and continue to offer opportunities for experience where feasible;
- Staff to be included in strategic planning to foster their engagement in continuous improvement;
- Skilled training opportunities will be provided;
- Hold regular team and morale building events that are not work related, such as horseshoe tournaments;
- FS Moral Committee to continue their planned events.

Enhance Resources

- Continue to document new processes that will be included in the FS Standard Operating Procedures manual;
- Develop annual training calendars (safety and skilled) and training videos such as “How to Use Your ICard for Automated Door Locks”;
- Encourage process mapping and Lean strategy techniques;
- Utilize a shared calendar to allow for more timely reporting.

Enrich Communication

- Conduct third party reviews through periodic surveys;
- Continuously develop the FS web presence, and offer interactive tools for users.

Planning, Design & Construction- Key initiatives 2016-17

Improve Operational Excellence

- Participate in the annual Facilities FS customer survey; share results and action plans;
- Continue delivery of capital projects on time and on budget while increasing/improving overall project value;
- Facilitate CI 2025 planning efforts, such as the California Environmental Quality Act process, or CEQA;
- Continue outreach to campus communities on growth strategies;
- Engage campus community about campus infrastructure and sustainability efforts;
- Establish internship programs;
- Provide training on Building Information Management (BIM);
- Identify potential candidates to become University Architect, University Planner, and Director.

Attract and Retain a Diverse and Talented Staff

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

Enhance Resources

- Expand paperless project management system for filing;
- Identify construction management software to expand budget management and document controls;
- Continue implementation of BIM on campus buildings;
- Expand Facilities web presence to support FS staff and the broader campus community;
- Continue reviewing construction management tools used by the contracting industry that creates efficiencies in the management of schedule and budget;
- Continue capital project audit controls for electronic filing.

Enrich Communication

- Provide regular updates to the sustainability web pages;
- Continue quarterly FS newsletter and provide regular construction activity updates.

Public Safety – Key Initiatives 2016-17

Improve Operational Excellence

- Increase the Police Department's (PD) number of crime prevention/education programs offered to the campus community;
- PD will implement a workload-based assessment program to determine future staffing needs;
- Transportation & Parking will increase Zipcar membership and reserving member usage;
- Transportation & Parking will open 500 additional fully improved parking stalls in the A3 parking lot;
- The Environmental Health & Safety (EHS) office will pilot a learning management system that will include the valuation of training requirements and assignments for campus employees;
- EHS will increase safety and environmental compliance inspections. In addition EH&S will work with the Sciences to achieve a 10% improvement in self-inspections.

Attract and Retain a Diverse and Talented Staff

- PD will seek to achieve more diversity within its sworn officer ranks;
- Transportation & Parking will finalize production of its updated parking permit sales and enforcement operations manual;
- Transportation & Parking will allocate additional staff time in support of outreach efforts necessary to create a viable ride matching community on campus;
- EH&S will have one of its administrators attend Lean Six Sigma Green Belt training.

Enhance Resources

- PD will complete two Lean Six Sigma projects in an effort to streamline processes;
- The Transportation & Parking work group will improve its reporting mechanisms by publishing on-line performance metrics related to program objectives;
- EH&S will propose an implementation plan for delivering an on-line Illness and Injury Prevention Program (IIPP) for student employees.

Enrich Communication

- The Public Safety unit (PS) will enhance its overall web presence;
- PS will produce and publish, for distribution on the web and social media channels, informational videos;
- Transportation & Parking will work with University and divisional resources to highlight and promote the suggested strategies contained in the Parking and Transportation Demand Study, which is scheduled for completion this fall.

Administrative Services – Key Initiatives 2016-17

Improve Operational Excellence

- Complete the transaction for the 328 apartment and Town Center sale;
- Participate in oversight of the 32 acre development project;
- Continue oversight of the for-sale housing program and the transition of rental townhomes to for-sale properties;
- Determine the feasibility of only one property manager overseeing all of University Glen;
- Investigate the feasibility of an online catering ordering program;
- In cooperation with Conference & Events, develop a program to attract additional external events;
- Implement a comprehensive operations plan for the opening of the expanded Islands Café;
- Develop a plan for a mobile food facility;
- Continue to develop a campus department bicycle courier program.

Attract and Retain a Diverse and Talented Staff

- Complete the recruitment process for a Director of Procurement and Logistical Services, a Contracts Specialist, and a Director of Conference & Events;
- Continue the Supervisors Professional Development Seminar series;
- Investigate a division or campus-wide document processing system;
- Implement electronic signatures where possible.

Enhance Resources

- Develop a process to oversee all contracts generated by the University;
- Complete working on policies and procedures for the Conference & Events office.

Special Projects – Key Initiatives 2016-17

Improve Operational Excellence

- Provide program information to stakeholders for the multi-functional device (MFD/copier) program;
- Provide audit orientation training sessions;
- Facilitate risk assessments for existing and emerging programs as we continue developing the Strategic Risk Management Program (SRM);
- Continue management of the campus MFD network program.

Attract and Retain a Diverse and Talented Staff

- Encourage participation in CI activities such as The Corporate Games and volunteerism;
- Provide risk and audit consultations;

- Engage cross-divisional dialog to solicit information and ideas when developing programs and projects, such as the CI Park Master Plan, the CI Boating Center, and educational opportunities;
- Identify contract workshops/training for staff to enhance expertise in drafting contracts.

Enhance Resources

- Implement online, web-based, self-service solutions:
 - Strategic Risk Management
 - Business Continuity Planning
 - Project Intake Portal (PIP)
- Investigate document management programs;
- Shorten production and distribution time for meeting minutes.

Enrich Communication

- Continue to enhance the department's approachability and community presence;
- Continued development of content for the SRM;
- Maintain CI Park website with up-to-date master planning activities;
- Increase the variety of communication tools, such as FAQs, online newsletters, annual disclosures, collaboration tools;
- Create a Risk Management and Special Projects newsletter.

Attachment I

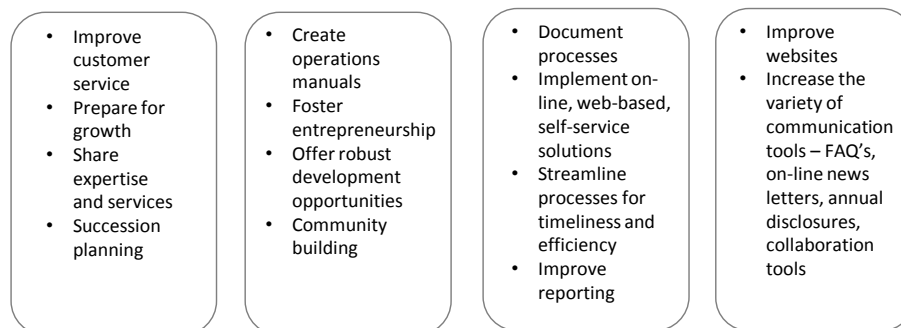
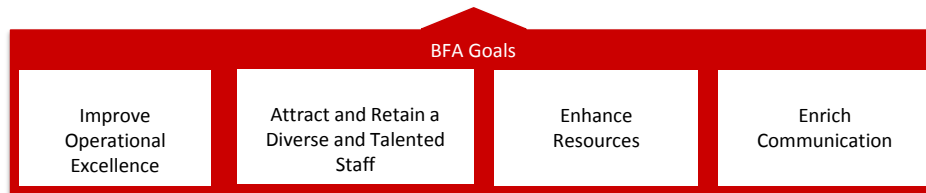


CI 2015-20 Strategic Priorities

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

Business & Financial Affairs Strategy Map 2015-20

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



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 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.