INTRODUCTION AND CONTEXT

Organizational Structure

The Division of Business & Financial Affairs (BFA) is comprised of eight units and four core programs, plus auxiliaries, which support the University by providing essential program and support services. During the 2016-17 year, the organizational structure included Administrative Services; Budget & Planning; Facilities Services; Financial Services; Human Resources; and Public Safety. Additionally, BFA is responsible for Environmental Health & Safety, Internal Audit, Risk Management, and Title IX and Inclusion. Over the course of the 2017-18 year, organizational changes will be implemented to continue enhancing services and ensuring alignment with the strategic direction of the University.

Role

As CSUCI continues to grow, the division has continuously anticipated University needs, and routinely mobilizes resources to increase capacity in support of this expansion. Near-term planning recognizes that our current student population has reached approximately 5,700 full-time equivalent students (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 establishing and maintaining systems and structures to support the next phase of growth and organizational maturity.

Our Approach: Collaboration

As we continue to build programs, create structures and processes, and provide next-level services, we deliberately invest 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 increased capacity for effective change and further innovation.

Our Approach: Transformation

The funding and anticipated campus growth challenges we face have required a shift in the way we conduct 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 and future student populations. We continue to challenge and re-conceive our programs and services, putting improved systems in place, while intentionally challenging ourselves as leaders. We are also empowering staff members of BFA by equipping them with the skills and knowledge needed to fully participate in planning, implementation, assessment, and improvement processes.

BFA Mission, Vision, Values, and Goals

Mission: The Division of Business and Financial Affairs' component units and programs support CSUCI's academic mission and strategic direction of the University 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. **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. Administrative Services currently oversees Commercial Services, which provides retail food services, residential dining, vending, as well as catering. The unit also provided oversight of the CI Power Plant and Procurement & Logistical Services.

2. **Budget & Planning** – This unit administers the budgetary program for CSUCI, 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.

3. **Facilities Services (FS)** – FS is responsible for maintaining buildings and landscaping, providing custodial services, managing utilities, and providing support services to the campus. The unit is also responsible for the oversight, planning, design, and construction of all new and existing buildings on campus. FS also maintains a liaison relationship with the Chancellor's Office for reporting and compliance matters.

4. **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 CSUCI students and the larger campus community. The unit also maintains a liaison relationship with the Chancellor's Office for reporting and compliance matters.

5. **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.

6. **Internal Auditor** - The CSUCI Internal Audit Office represents a new function for the University. Internal Audit is responsible for providing advisory services campus-wide to ensure operational effectiveness in addition to the traditional internal audit function.

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. **Title IX and Inclusion** - The unit manages the University's Title IX program, and diversity and equity initiatives through development of programs which align CSUCI's mission/goals and with all applicable federal and state nondiscrimination requirements and laws. The office serves as the University's liaison within these areas with students, staff, faculty, members of the public, and governmental civil rights enforcement agencies.

9. **Vice President's (VP) Office** – The 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 served as past chaired the CSU system's Chief Administrators and Business Officers' Committee. Additionally, the Vice President's office supports the Foundation Board's Finance & Investment Committee and the CSUCI Site Authority.

HIGHLIGHTED ACCOMPLISHMENTS 2016-17

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 for approval by the President. The Strategic Resource Planning Committee (SRPC) website reflects budget development processes, and provides access to budget information in support of the Committee's commitment to transparency (Strategic Resource Planning). Annual 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 and forecasting approach continues to work toward alignment of resources directly to the campus' strategic direction.

As a baseline operating practice, all units within BFA annually review current resources to ensure that they are allocated to the best and highest purpose of the University; continuously identifying ways to improve the programs we administer. With the implementation of the Lean Six Sigma program in its fifth year, we have identified additional cross-divisional efficiency opportunities 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).

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. During FY 2016-17, we completed the first phase of the project with the sale of the east campus 328 apartments and Town Center that will provide the University with $81 million. Of this, $74 million was used to pay down bond debt and escrow closing costs, and the remainder will be used to meet the highest needs of the University.

The next phase of CI 2025 is underway; following prior concept approval by the CSU Board of Trustees for a public/private partnership mixed-use housing development project. An exclusive negotiating agreement was executed with Kennedy Wilson with preparations for final CSU System Board of Trustees approval that occurred at the July 2017 meeting. CSUCI continues to be at the forefront of public/private partnerships, using innovative methods that are synergistic with a culture of collaboration and partnering.

Efficiency and Effectiveness Program

During the Spring 2017 semester, The Vice President established and convened the Administrative Efficiencies Committee. The charge of the Committee is to recommend operational improvement activities for administrative efficiencies across CSUCI and its auxiliaries to facilitate administrative and students services that are cost-effective and efficient.

The Committee includes representation from each division on campus and will participate in vetting proposed campus-wide administrative programs and procedures. Committee members will also assist with identifying, monitoring, and reporting divisional efficiencies achieved within their respective departments and divisions. Efficiencies captured will include both cost-avoidance and cost-savings opportunities, and process improvements. The LEAN program and its training program will support the work of this committee as well.

In addition to collecting and reporting campus efficiencies, the Committee will serve as a resource for reporting efficiencies to the Chancellor's Office annually. The September 2016 report to the CSU Board of Trustees, highlighted the work of the CSUCI LEAN program reported by President Beck.

ANNUAL REPORT FOR 2016-17

The following section provide highlights of the work completed during the 2016-17 fiscal year in alignment with University priorities to support student success. Our divisional work is based on performance goals for the year, and include efforts to address administrative effectiveness, and efficiencies. Programs and projects to improve performance are based on best practices and data collected to improve the delivery of services and ensure compliance with established mandates. Resources to inform strategy and direction include professional associations, best practices, and data collected on the relevant topic to be addressed. In addition, fundamental to our operations, is the standard of fiscal stewardship to meet current needs including reallocation of divisional resources to meet operational requirements.

Goal 1: Improve Operational Excellence

Excellence in the delivery of services and operations represents a fundamental goal for the division. As the campus grows, our units strive to meet and exceed needs by pursuing greater efficiencies while working to optimize our effectiveness through improved processes and streamlining. Over the last few years, our efforts to achieve operational excellence have focused on improving service delivery as well as educating our stakeholders by providing training and self-service resources.

Administrative Services
- Mail Processing: Replaced an antiquated mail postage system to allow for the quicker processing. *(Keywords: Efficiency)*
- Increased student meals: meals served increased from 214,516 to 279,046; supported by opening of new Islands Cafe expansion.

Budget & Planning
- E-travel: Worked with campus constituents and selected a vendor to convert a cumbersome paper-based process to a user-friendly on-line process. This new solution will save considerable time with re-work, manually routing, and help with supporting a "paperless" solution. *(Keywords: Efficiency)*
- Extended University OSHR student fee calculation: Converted all OSHR Extended University courses from a manual registration process to an online registration and payment system. *(Keywords: Efficiency)*
- Student fee placement and elimination of intent to enroll deposit: Streamlined the process for students by automating the process and eliminated many non value-added steps. *(Keywords: Efficiency)*
- Hyperion Cloud services: Implemented a more stable and up-to-date product for budget and planning users. Improvement includes position management detail, forecasting capabilities and a user-friendly interface. *(Keywords: Administrative Effectiveness, Efficiency)*
- Open Gov Reporting: Data was loaded and updated in the Open Gov website to support increased transparency of the campus budget.

Facilities Services (FS)
● Swing Shift instituted: Increased staffing provides increased hours of support to better reflect the campus' needs as more of a 24/7 campus, also creates $250,000 annual savings from overtime pay. *(Keywords: Administrative Effectiveness)*
● Benchmarking and Metrics: FS continues to track metrics and exceed CSU performance averages in per the APPA (professional association) Annual Survey for operations and maintenance in most categories, demonstrating core efficiencies. *(Keywords: Data Informed)*
● Continuous Preventive Maintenance (PM) Program Development: Detailed PM development program for 10 buildings on campus that are compliant with state and federal codes and regulations.
● Annual APPA Facilities Performance Indicator Survey (FPI): Completed survey which illustrates how FS is operationally in line with other CSU and PCAPPA campuses. *(Keywords: Administrative Effectiveness, Data Informed)*
● Annual Greenhouse Gas Progress: Submitted evaluation to Second Nature indicating that we have dropped our overall emissions by about 30% per FTES since our first report in 2013. *(Keywords: Data Informed)*

Financial Services
● Campus Financial Management Training: Enhanced Finance 101 training for campus community on financial management, data warehouse reporting, and day-to-day operations. *(Keywords: Administrative Effectiveness)*
● Student orientations: Enhance Student Student Business Services presentations and materials.
● Operations manuals: Created operations manuals for the department. *(Keywords: Administrative Effectiveness)*

Human Resources
● Operational efficiencies: Implemented various recommendations based on the external operations review to enhance efficiency and re-engineered over 25 processes: Help Desk tracking system; Retirement Checklist; reduced Faculty Batch paperwork; on-line Exit Satisfaction Survey; and operations manuals. *(Keywords: Data Informed, Efficiency)*
● Direct deposit for Student Assistants: Reduced physical paychecks.
● Skillsoft e-learning system: Marketed the on-line library of training courses for supervisors, managers, and staff that resulted in doubling course completions from the prior year. *(Keywords: Administrative Effectiveness, Data Informed))*
● Employee Relations Manager: Position hired by reallocation of divisional funds to provide a dedicated resource to address campus-wide employee relations issues. *(Keywords: Administrative Effectiveness)*

Internal Auditor
● Inventory of Campus Needs: Conducted individual meetings with Cabinet members to best identify the needs of the campus. *(Keywords: Cross-Divisional, Data Informed)*
● New Process Reviews: Participated in the development of new cross-divisional processes or projects ranging from Student Activities to Financial Aid. *(Keywords: Cross-Divisional)*

Public Safety (PS)
● Crime Prevention/education Programs: Increased the number of programs offered to the campus community by 20%.

- Increased Parking Slots: Added 200 gravel parking stalls to provide more parking for students and other campus community members
- EH&S Learning Management System (LMS): Increased the use of the training tool for FS workers with learning profiles created for over 100 staff. The Police Department, Housing and Residential Education (HRE), Wellness and Athletics, University Auxiliary Services, and Student Laboratory Researchers are also participate in on-line EH&S courses. *(Keywords: Administrative Effectiveness, Cross-Divisional)*
- Compliance Inspections: EH&S increased its number of safety and environmental by 30 percent. *(Keywords: Administrative Effectiveness)*

Title IX and Inclusion
- Expedite Incident Response Time: Implemented a more efficient initial intake process in partnership with HRE for housing students, a primary reporting constituency. *(Keywords: Cross-Divisional, Efficiency),*
- Online Employee Reporting: Shift employee reporting to increase the efficiency and ease of relevant information sharing protocols. Last year online reports totaled 103 and in comparison to prior year with only 11 reports received. *(Keywords: Efficiency)*
- Automated Training System for Students: Partnered with T&I and Enrollment Management staff to support training assignments for students and track non-compliance. *(Keywords: Cross-Divisional, Efficiency)*
- Engaged the University Accessibility Committee: A cross-divisional advisory group met multiple times over the course of the year to provide valuable feedback on institutional equity initiatives and proposed policies to inform new educational resources. *(Keywords: Administrative Effectiveness, Cross-Divisional)*

Goal 2: Attract and Retain a Diverse and Talented Staff

Each area within the division supports training and professional development of our current employees, including division-wide trainings that aim to increase staff capacity and effectiveness. For example, our 2016-17 quarterly divisional meeting included trainings for all division staff on topics such as Title IX, and effective communication styles. The division also recognized Ray Porras from Transportation and Parking with the prestigious Flying Dolphin Award, for his extraordinary service and achievements in supporting the development of CSUCI.

In addition, resources were strategically reallocated to meet important divisional staffing needs. These resource reallocations helped fund the hiring of a Chief Engineer. A reorganization of Facilities Services was also finalized to meet changing organizational needs more effectively. Recent retirements also provided opportunities to recruit new talented employees, provide promotional opportunities, or shift resources to more effectively serve the campus. Furthermore, some key resources were established to provide enhanced support to the units within the division, including support for web services. The following provides some additional highlights relating to how the division is working to attract and retain a diverse and talented staff:

Administrative Services
- University Auxiliary Services:
    - Facilitated Fall and Spring training for student assistants.
    - Implemented new minimum wage increases for all hourly staff.

○ Revised and updated University Glen Corporation Employee Handbook. *(Keywords: Administrative Effectiveness)*

Facilities Services (DFS)
● FS Strategic Planning Events: Provided a platform to engage employees to identify improvement opportunities and initiatives, where possible.
● Development Opportunities: Ongoing effort to identify skilled training opportunities and discuss with staff during evaluations and continue to provide training, as appropriate. *(Keywords: Administrative Effectiveness)*
● Morale building events non-work related: Activities have been successful/ improved staff collaboration and improved morale.

Human Resources
● Professional Development Training programs: Partnered with faculty and other campus partners for increased program offerings by 94% across campus with increased participation. *(Keywords: Administrative Effectiveness, Cross-Divisional)*
● SkillPort Learning Management System: Increased use of Skillport to administer professional development course offerings campuswide. *(Keywords: Administrative Effectiveness, Efficiency)*
● Community Building: Sponsored and supported campus-wide events by leading teams in planning and execution such as the annual barbeque, holiday desserts and annual employee celebrations. *(Keywords: Cross-Divisional)*
● LEAN Six Sigma Program: Continued sponsoring campus-wide training with the County of Ventura for interested CI staff. *(Keywords: Administrative Effectiveness, Cross-Divisional, Efficiency)*

Public Safety (PS)
● LEAN Six Sigma: EH&S administrator completed the Green Belt Training. *(Keywords: Administrative Effectiveness)*

Title IX and Inclusion
● Collaboration with Faculty Affairs: Assisted with updating instructions on recruitment processes and training for search committees focused on inclusive hiring in accordance with all federal and state requirements. *(Keywords: Cross-Divisional)*
● Training and Development Opportunities: Doubled Diversity & Inclusion series trainings through Professional Development for more than 150 staff and faculty who participated. *(Keywords: Administrative Effectiveness, Cross-Divisional)*
● Equal Opportunity Workgroup: Established a standing workgroup between Title IX, Human Resources, Faculty Affairs, and Student Affairs to participate in professional development opportunities, review best practices, and conduct high-level case management, and trend analysis. *(Keywords: Administrative Effectiveness, Cross-Divisional, Data-Informed)*

Goal 3: Enhance Resources

OE Program Model & Services

The division continues to employ the tools of the LEAN Six Sigma program to better support the university's operational needs. Efforts continue to focus on embedding this program to all

units and programs in the division (to the line level) to improve operational efficiency and effectiveness. We continue to identify projects that reflect the LEAN Six Sigma philosophy. Following are a few examples of these efforts:

LEAN Six Sigma and Streamlining Projects:
- o Budget & Planning: Launched E-Travel online processing application with significant campuswide saving and cost avoidance (tbd). *(Keywords: Efficiency)*
- o Facilities Services: Installed chiller in Aliso Hall using in-house resources and providing a cost savings of nearly $400,000. *(Keywords: Efficiency)*
- o Financial Services: Form 1098-T for Students – Forms were made available to students on-line; previously the forms were printed and mailed to students. Annual approximate savings of $6,000; direct deposit student refunds yielded $225,000 savings in 2016-17.
- o Title IX and Inclusion:
    - ▪ Built additional email templates for communication with participants in matters under review in the office to be utilized by office and other designated internal investigators. This saves an average of 0.1-0.2 of administrative FTE per year. *(Keywords: Efficiency)*
    - ▪ Improve Reporting: Refined the Title IX & Inclusion online reporting process as described earlier, and with the support of the Dean of Students office, added relevant carbon copying options of other offices to increase speed of information sharing. Estimated 0.1 FTE of time saved by providing this option at the time the report is made, minimizing the number of times a report must be forwarded once office as primary recipient reviews it in email. *(Keywords: Efficiency)*
    - ▪ Revised FAQs for annual compliance training requirements to minimize support questions. Estimated savings of 0.25 FTE annually. *(Keywords: Efficiency)*
- o VP Office/Organizational Effectiveness:
    - ▪ Mail processings efficiencies identified total $7,300 annually.
    - ▪ DocuSign Online Processing: Established an online solution for document processing using Docusign; trained campus users; various applications for use are either operational or in progress with new applications being identified by users. Annual savings thus far total approximately $65,000 annually with program expected to grow with new applications. *(Keywords: Efficiency)*

Administrative Services
- ● CI Power Plant New Power Purchase Agreement: Negotiation of a new contract underway to add a new cash flow.
- ● Sale of Site Authority Apartments and Town Center: Completed the sale of assets to Kennedy Wilson under a long-term ground lease.
- ● 32-Acre Ground Lease: Continued preparation necessary to establish a ground lease for the vacant site for submission to the CSU Board of Trustees at the July 2017 meeting.
- ● UAS Islands Cafe Expansion: Opened new facility to coincide with opening of Santa Rosa 600-bed Residence hall.

Budget & Planning
- ● Faculty Model: Collaborated with Academic Affairs to refine the model as a planning tool. *(Keywords: Cross-Divisional))*

- Labor Cost Distribution (LCD)) dashboard: Tool allows end users to run more comprehensive reports including by person, department, or job code along with additional new features to support staff. *(Keywords: Administrative Effectiveness, Data Informed, Efficiency)*
- Campus Reserve Policy: Approved by the President's Planning and Policy Council to establish reserve designations that supports long term planning; financial proforma management was rolled out to fund managers. These tools allow for proactive management of current budgets and forecasting. *(Keywords: Administrative Effectiveness, Data Informed)*

Facilities Services
- Central Plant Upgrades Project: Commenced planning and documentation of the Central Plant Upgrades Project that will provide alternative means to provide heating and cooling to the campus once CI Power ceases operations in the future without an interruption of service. *(Keywords: Data Informed, Efficiency)*
- Document processes: Ongoing effort to develop and document processes for critical work performed and to train other staff; enter new ongoing processes into FS SOP Manual. *(Keywords: Administrative Effectiveness, Data Informed)*
- Streamline processes for timeliness and efficiency: Continue to evaluate and implement process mapping and LEAN Strategy techniques to streamline processes where feasible. *(Keywords: Data Informed, Efficiency)*
- Capital Projects: Successful completion of Santa Rosa Village and Islands Café expansion in time for occupancy for the start of the fall 2016 semester. The Project received LEED "Gold" Certification from the US Green Building Council (USGBC), becoming the first project on campus to receive any LEED certification. Also, successful installation of new 300 ton chiller at Aliso Hall that provides redundancy to the campus infrastructure that supplies campus buildings with cool air. This was performed in-house providing a cost savings of nearly $400k and used project savings from the Sierra Hall construction budget. *(Keywords: Efficiency)*
- Operational Reductions: Reduced total energy consumption by 51% per FTES since 2008; reduced waste by 49% overall since 2008. *(Keywords: Efficiency)*

Financial Services
- Finance 101 Training: Expanded offerings for campus community. *(Keywords: Administrative Effectiveness, Cross-Divisional)*
- Voucher Backup into PeopleSoft System: Scanning backup materials to allow users to access without need for A/P to manually resolve. *(Keywords: Efficiency)*

Human Resources
- Train the Trainer: Participated in Chancellor's Office course to facilitate the Principle of Supervision Training to support CI Staff. *(Keywords: Administrative Effectiveness)*
- Employee Relations Manager: Reorganized functions to create a critically-needed program focused on labor and employee relations. *(Keywords: Administrative Effectiveness)*
- HR Manager for Talent Management: Position reclassified to provide guidance to expand the Professional Development Training program for staff. *(Keywords: Administrative Effectiveness)*

Internal Auditor
- External Audits: Served as liaison for five (5) audits between Sep 2016 and June 2017 to increase efficiency and effectiveness. *(Keywords: Administrative Effectiveness, Data Informed)*

- Advisory Services: Provided guidance and opinions to five (5) different departments/divisions on 11 new policies or processes. *(Keywords: Administrative Effectiveness, Cross-Divisional)*
- Preliminary Risk Assessment: Conducted preliminary assessment of campus operations for efficiency and/or effectiveness. *(Keywords: Administrative Effectiveness, Data Informed, Efficiency)*

Public Safety (PS)

- Transportation and Parking Performance Metrics: Developed metrics to evaluate program objectives; to be published on-line in FY18. *(Keywords: Administrative Effectiveness, Data Informed)*
- Online Illness and Injury Prevention Program (IIPP): Training developed for student employees and automatically assigned using Skillport with and 80% compliance rate. The global IIPP training compliance rate (all employees) is currently also 80%. *(Keywords: Administrative Effectiveness, Data Informed)*

Title IX and Inclusion

- Implemented Web-based Self-Service Report: Created the Access Barrier form with support from T&I, to efficiently route access concerns to managing units and create time savings. *(Keywords: Efficiency)*
- Online inclusion mapping project: Launched project to support a central web presence where resources for easy access and site visitors can better visualize how all of the various programs related to inclusion work together; to go live summer 2017. *(Keywords: Administrative Effectiveness)*
- Online Reporting: Strategically placed a reporting button on multiple websites to enhance access to non-discrimination policies.

Goal 4: Enrich Communication

At the divisional level communication, both within the division and with the campus, is a key goal for unit focus. Within the division, units meet regularly with their areas of responsibility with on-going face-to-face communication. The division publishes a fall and spring newsletter that is distributed to division members to reinforces our goals (see: https://www.csuci.edu/vpbfa/newsletter/spring-2017-newsletter.htm). The following also provides examples of our efforts at the unit level:

Administrative Services

- CI Site Authority and Kennedy Wilson: Established working relationship to facilitate contract management including agreement for KW to manage the Common Area Maintenance (CAM) program. KW will work with the University Glen community and serve as a liaison to enhance communication with the residential community and campus services provided.
- UAS Commercial Services Special Student Activities: Marketing efforts included the Islands Café Grand Opening ceremony November 7, 2016; "PI Day" Celebration at Pizza 3.14; Festivals and Special events at Islands including "Strawberry Festival", "Avocado Day", "Thanksgiving Dinner" Meet and Greet Produce Line**,** Steak Nights, Breakfast for Dinner and Brain Boosting Specials during finals week.

Budget & Planning

- The Strategic Planning Resource Committee and B&P website were updated to provide timely notification of meetings, current and updated budget documents.

Human Resources
- Improve Websites: Utilized Google Analytics on a monthly basis to inform website re-design improving user access to the most pertinent information and increasing utilization by the campus for immediate information. Reviewed and updated of all FAQs on web pages. *(Keywords: Administrative Effectiveness, Data Informed)*
- Professional Development Announcements: Workshops/trainings advertised through main Wavelength news; monthly workshop advertising summarized on the online MyCI staff tab.

Public Safety (PS)
- Public Service Announcements: The Transportation and Parking Work Group produced several short PSA videos that are being distributed via social media channels.

Title IX and Inclusion
- Accessibility Website: Launched a new campus-wide Accessibility site to built out as a one-stop shop for any access needs across campus. *(Keywords: Efficiency)*
- Ventura County's Title IX Educational Consortium: Continued leadership in facilitating the group on best practices. The office established online sharepoint site to pool educational resources between county institutions.
- New Employee Orientation: Contributed to new online programming to replace in-person sessions to guarantee employees receive timely mandatory information. *(Keywords: Administrative Effectiveness, Efficiency)*
- Mandatory Title IX training: Improved efficacy of campus education by establishing a feedback loop with Student Success to obtain recommendations for improvement from students. *(Keywords: Administrative Effectiveness)*

WORK PLAN FOR 2017-18

The division will continue to 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 CSUCI a better place for students to learn and develop. As with the prior year, the division will continue to base our work on performance goals and include efforts to address administrative effectiveness and efficiencies. Much of the work of the division is multi-year in nature, and projects will continue to improve performance based on best practices and data collected to improve the delivery of services and ensure compliance with established mandates. For new projects, strategies are developed using resources from professional associations, best practices, and data collected on the relevant topic to be addressed. Finally, fundamental to our operations, is the standard of fiscal stewardship to meet current needs, including reallocation of divisional resources to meet operational requirements.

Campus-wide Strategic Initiatives Planning

We will continue to engage in those activities that align with the campus Strategic Plan and planning initiatives to be identified. Our commitment is always to practice transparency and enhance accountability.

Capital expansion

The division will continue working on the CSU Capital Improvement Program to deliver the next CSU-supported Gateway Hall project. The division will also continue supporting CI 2025, the major capital expansion strategy that guides our next decade of growth. In collaboration with Jones, Lang, LaSalle as developer advisor, we will move forward with the next phase of the transaction, finalizing the agreements necessary to build out the 32.5 acre parcel located on the east campus.

Administrative Efficiencies

In addition to the efficiencies outlined below, each department and/or unit of the division will complete at least two LEAN projects with documented evidence of enhancements gained and cost savings or cost avoidance achieved. The Administrative Efficiencies Committee will continue with building on its work cross-divisionally. *(Keywords: Efficiency, Data Informed)*

Customer Satisfaction Divisional Survey

In developing the objectives of our division this fiscal year, objectives continue to first be aligned with the university's 2015-2020 strategic priorities. This fall, the division will also launch its bi-annual customer service satisfaction survey. The division's units use survey feedback to refocus goals for continuous service improvement. The last survey was conducted in 2015.

Divisional Reorganization

The division will engage in a strategic realignment of functional responsibilities over the next year to enhance efficiencies and better leverage current resources to meet future needs. The reorganization also intends to align operating areas to create synergies and support the newly combined units to better

serve campus operational and planning needs. Early organizational changes will begin to support the Shared Services program.

As noted in the prior section, the vice president's office will continue to lead the following initiatives during the year as well: CI Power/SCE negotiations; Multi-Use P3 Capital Project; Economic Impact Study; and the Clean Choice Aggregation (CCA) Feasibility Study.

The following four goals are derived from the division's Strategy Map in support of CSUCI's Strategic Plan. These goals intend to support student success and serve to unify the diverse set of functions and responsibilities contained in the division.

Goal 1: Improve Operational Excellence in 2017-18

Administrative Services
- Transition rental townhomes to for-sale portfolio: Continue overseeing for-sale housing program
- Improve Contracts Management: Purchasing to develop a process to track and maintain all university contracts; implement electronic signatures where feasible.
- University Auxiliary Services Strategic Operations Plan: Engage consultant to develop a five year plan. *(Keywords: Administrative Effectiveness)*
- Strategic Risk Management Program: Continue facilitating risk assessments for existing programs and broaden knowledge across campus with roll out of professional development training sessions. *(Keywords: Administrative Effectiveness)*

Budget & Planning
- Online Photo Submission: Provide option for students and employees to upload photos for ID cards and other on campus systems. Start January 2018 go live May 2018. *(Keywords: Efficiency)*
- IRS 1098-T 2018 System Review: New IRS regulations requiring change to 1098-T reporting. This will require review and revamp of Student Financials configuration along with testing and completed by December 2017.
- Enhance Campus Budget Process: Enhance reporting of self-support and auxiliary funds; work with fund managers to manage through proformas and reserve designations. *(Keywords: Administrative Effectiveness, Data Informed; Cross-Divisional)*
- Open Gov Reporting: Tool for campus to increase transparency on the budget. Training will be scheduled and then system will be open for use. *(Keywords: Administrative Effectiveness)*

Facilities Services
- Increase Operational Hours: Establish increased hours of on-campus staffing to support a larger campus populations living in Student Housing and University Glen.
- Sustainability: Engage the campus community on infrastructure and sustainable efforts through presentations, support of student/faculty projects and other outreach. *(Keywords: Cross-Divisional)*
- APPA Assessment: Participate in a strategic assessment or another peer group to facilitate improved efficiencies in providing support to the University. *(Keywords: Administrative Effectiveness, Data Informed, Efficiency)*

● Training: Provide training on Building Information Management (BIM).

Financial Services
● Training: Enhance training for campus community on financial management, data warehouse reporting and day-to-day operations. *(Keywords: Administrative Effectiveness)*
● Annual Audits: Involve appropriate auxiliary personnel in meetings related to the annual audits.
● Enhance Department Operations: Create/review/update operations manuals for the department; and continue staff cross training. *(Keywords: Administrative Effectiveness*)

Human Resources
● Training: Roll-out process and training for Search Committee process support; for Management Certificate Program and develop relevant trainings for campus-wide strategic initiatives. *(Keywords: Administrative Effectiveness; Cross-Divisional*)
● Organizational Effectiveness Program: Develop strategy to expand the program and provide expert support for LEAN initiatives launched by divisions. *(Keywords: Administrative Effectiveness; Cross-Divisional*)

Internal Audit
● CSU System Audits: Support and guide program areas with audit tasks; enhance advisory services to ensure smooth and responsive audit completion. *(Keywords: Administrative Effectiveness, Cross-Divisional)*
● CSU Risk Assessments: Coordinate the annual surveys provided by the CSU Office of Audit to ensure effective campus communication and responses. Proactively seek areas of evaluation through annual communication with the Cabinet.
● State Audit: Ensure timely and responsive support for the fall 2017 EH&S audit scheduled.
● Internal Audit and Advisory Program: Continue to develop the campus program; participate in the development of new processes or projects, as assigned. *(Keywords: Administrative Effectiveness, Cross-Divisional)*

Public Safety
● Staffing: Reassign full-time professional staff members to its customer service counter; Police Department will begin implementing a workload-based assessment program to determine future staffing needs. *(Keywords: Administrative Effectiveness, Efficiency)*
● Parking and Transportation Demand Study: Transportation & Parking will work with the campus to highlight and promote the suggested strategies contained in the final report issued May 2017. *(Keywords: Cross-Divisional)*
● Parking Lot Improvements: Transportation & Parking will provide improvements to the two hundred (200) gravel parking stalls added to the campus inventory in FY17.
● State Audit: Environmental Health & Safety will work with state auditors to ensure a successful audit engagement.

Title IX and Inclusion
● Increase Access to Services: Provide training and infrastructure support to other key campus offices (Human Resources, Dean of Students, Faculty Affairs, Retention, Outreach and Inclusive Student Services (ROI)) to operate as designated satellites to provide resources and propose resolutions in a

timely matter. *(Keywords: Administrative Effectiveness, Cross-Divisional)*

- Campus-wide Climate Survey: In partnership with Institutional Research, Planning and Effectiveness, Student Affairs and University Advancement, the office will ensure support of a successful launch of the in Fall 2017 and collaboratively design a thoughtful debrief plan for processing its results. *(Keywords: Administrative Effectiveness, Data Informed; Cross-Divisional)*
- Training to Conduct Investigations: Sponsorship of 7-10 additional administrators in Student Affairs to be comprehensively trained to conduct investigations into alleged violations of campus equity/non-discrimination policies to reduce investigation timelines by at least 30 percent with the addition of the new manager and as-needed deputized investigators. *(Keywords: Administrative Effectiveness, Cross-Divisional)*
- Affirmative Action Plan: Rollout of the data roadshow for all divisions and to provide support and advice for implementing a performance evaluation metric for unit heads. *(Keywords: Administrative Effectiveness, Cross-Divisional, Data Informed)*

Goal 2: Attract and Retain a Diverse and Talented Staff in 2017-18

Administrative Services
- Staffing: Complete recruitment of Director of Procurement and a Contracts Specialist.
- University Auxiliary Services (UAS) E-verify: Determine feasibility to implement for auxiliary employees.
- UAS Supervisors Professional Development: Support and enhance program series. *(Keywords: Administrative Effectiveness)*

Facilities Services
- Operating Guidelines and Manuals: Continuous review/revisions to improve operating efficiencies.
- Improve Processes and Effectiveness: Encourage staff initiatives to improve processes; hold annual strategic planning events with staff and engage employees to identify improvement plans and initiate plans where practical. *(Keywords: Administrative Effectiveness, Efficiency)*
- Training Opportunities: Identify and offer and review with staff during their evaluations, and continue to provide training as planned and or as budget allows; offer professional development opportunities for areas of expertise; provide project management refresher training. *(Keywords: Administrative Effectiveness)*
- Hold regular teams and morale building events that are not work-related.

Financial Services
- Professional Development Training: Support and identify opportunities for training which will be beneficial to staff to support department functions.
- Operating Goals: Align staff goals and objectives with departmental goals. *(Keywords: Administrative Effectiveness)*

Human Resources

- Performance Evaluation Process: Manage the program to include immediate response for performance to facilitate appropriate actions. *(Keywords: Administrative Effectiveness, Data Informed; Cross-Divisional)*
- Entrepreneurship: Foster and offer robust professional development opportunities for staff. *(Keywords: Administrative Effectiveness; Cross-Divisional)*
- LEAN Six Sigma: Assign individuals within the team to lead a departmental project utilizing LEAN tools. *(Keywords: Administrative Effectiveness, Efficiency)*

Internal Audit

- Student Internal Audit Training: Establish a training program for a CI student beginning in Summer 2017. *(Keywords: Administrative Effectiveness)*

Public Safety

- Diversity: Police Department will seek to achieve more diversity within its sworn officer ranks.
- Career Development Program: The unit will develop a program for its non-sworn staff members.
- Parking Permit Sales: Transportation & Parking will finalize production of its updated parking permit sales and enforcement operations manual. *(Keywords: Administrative Effectiveness)*

Title IX and Inclusion

- Create Operations Manuals: Using Faculty Affairs as a model, the office will create recruitment instruction guides for staff positions in collaboration with Human Resources. *(Keywords: Administrative Effectiveness, Cross-Divisional)*
- Course Modifications for Students: With DASS, the office will work with Academic Senate to implement a standardized process for students with disabilities and medical conditions covered under law to help reduce the number of follow-ups on student accommodations related to medically necessary absences. *(Keywords: Administrative Effectiveness, Cross-Divisional)*
- Reasonable Accommodations: The process for employees will be reviewed with Human Resources and updated to enhance campus understanding of the procedure. This rollout will be accompanied by new online training offerings from the Chancellor's Office. *(Keywords: Administrative Effectiveness)*
- Respondent Advisor Program: Launch with Student Conduct to provide more opportunities for employees to engage in service directly with students. *(Keywords: Administrative Effectiveness, Cross-Divisional)*

Goal 3: Enhance Resources in 2017-18

Administrative Services

- 32 acre Site Authority Development Project: Complete next phase, including finalization of contract documents.

Budget & Planning
- System-wide Mandates: *(Keywords: Administrative Effectiveness)*
  - eAccounts (JAS replacement): Replace application behind "dock online" with BlackBoard Transact eAccounts. Change allows other additional applications to be deployed. Start August 2017, go-live November 2017.
  - CI Records Human Capital Management (HCM)/Student (CS) Split: HCM and CS will be split into two instances. Will require testing, processing adjustments, and security review. T&I will also be upgrading the CASHNet interface for Student Financials. Starts September 2017 with go-live May 2018.
  - Common Financial System (CFS) MP 3.0: CFS will be upgrading all aspects and require testing and adjustments. Starts February 2018 and go-live is April 2018.
- Develop Financial Management Guide: Provide guidance to areas responsible for budget and planning management to include in-person and online trainings, process guides, form tutorials, report creation, and FAQ portion of the B&P website. *(Keywords: Administrative Effectiveness, Cross-Divisional)*

Financial Services
- Finance 101 Training: Continue to expand offerings for campus community. *(Keywords: Administrative Effectiveness, Cross-Divisional)*
- Voucher Backup into PeopleSoft System: Continue scanning to allow users to access backup.
- Self-service Solutions: Continue to develop and implement for employees and students. *(Keywords: Efficiency)*

Human Resources
- LEAN Six Sigma: Reinforce and support and identify opportunities to improve the campus Green Belt expertise into a community to help drive LEAN projects. *(Keywords: Administrative Effectiveness, Cross-Divisional, Efficiency)*
- Employee Relations Program: Develop and formalize structure and resources to include templates and consultative services. *(Keywords: Administrative Effectiveness, Efficiency)*
- Recruitment Program: Establish documented guidelines for internal and external hiring. Develop campus-wide checklists for consistent application of the process. *(Keywords: Administrative Effectiveness, Efficiency)*
- Work with divisional human resources administrator to develop best practices to ensure diversity and inclusion at all levels of the institution. *(Keywords: Administrative Effectiveness, Efficiency)*

Internal Audit
- Risk Assessments: Collect and review for past three fiscal years to identify top internal audit needs. *(Keywords: Administrative Effectiveness, Data Informed)*
- Risk-based Campus-wide Audits: Identify, conduct and report out annually in addition to requested reviews and/or investigations.

Public Safety
- Lean Six Sigma: The Police Department will complete two projects in an effort to streamline processes and establish a baseline for cost savings. *(Keywords: Efficiency)*
- Performance Metrics: Transportation & Parking will improve its reporting mechanisms by publishing on-line related to program objectives.
- Crime and incident information: The Police Department will begin to publish this information on an interactive webpage.

Title IX and Inclusion
- Document Processes: Create a guide for pregnancy and breastfeeding accommodations for Human Resources and DASS in order to streamline timeline of providing accommodations to impacted individuals. *(Keywords: Administrative Effectiveness, Efficiency)*
- Accessibility Website: Continue to develop the site; conduct a formal marketing campaign informed by input of the University Accessibility Committee to encourage use of form. *(Keywords: Administrative Effectiveness)*
- Streamline Communication: Establish infrastructure ensure communication to employees regarding matters under review are received and read in a timely manner; build email templates to to participants in matters under review. Standardize template use in Maxient by all investigators at CSUCI. *(Keywords: Administrative Effectiveness, Efficiency)*

Goal 4: Enrich Communication in 2017-18

Administrative Services
- Online Catering Ordering - University Auxiliary Services: Determine feasibility of implementing a program; develop steps to implement as determined. *(Keywords: Administrative Effectiveness, Efficiency)*
- Support Increase of External Events: Propose a collaboration with Conference and Events to investigate the feasibility of developing a program to attract additional external events. *(Keywords: Cross-Divisional)*

Facilities Services
- Web Page Enhancements: Provide regular updates to the sustainability web pages;
- Facilities Services Newsletter: Continue quarterly FS newsletter and provide regular construction activity updates. *(Keywords: Administrative Effectiveness)*
- New Communication Tools: Identify additional resources that inform the campus of events, projects, and potential impacts that may affect operations.

Financial Services
- Webpages and Content: Evaluate and revise, as appropriate, with a focus on utility to end user

Human Resources
- HR Videos: Utilize web "how-to" videos on HR website for common procedures. *(Keywords: Efficiency)*
- Improve Website: Employ Google Analytics to inform webpage improvements. *(Keywords: Administrative Effectiveness, Data Informed)*
- Organizational Effectiveness Program: Develop strategies to improve operational effectiveness based on customer satisfaction survey results; communicate results to stakeholders; implement plans.

Internal Audit
- Website Resources: Create and add content to a webpage for Internal Audit function.

Public Safety
- Web and Media Channels: The Public Safety unit (PS) will enhance its overall web presence; produce and publish information for distribution on the web and social media channels as well as informational videos. *(Keywords: Administrative Effectiveness)*
- Social Media presence: The Public Safety Unit will evaluate and determine where enhancements are possible.
- Survey of University Glen: The Police Department will explore surveying the community through the NextDoor social media platform.

Title IX and Inclusion
- Improve websites: Publish frequently asked questions (FAQs) for staff and faculty on training in Fall 2017.
- Improve efficacy of campus education: Design and fund a campus vignette contest with student leadership and other relevant stakeholders to obtain current and personalized content that effectively communicates important educational programming to our campus community regarding matters of equity and safety. PASS will be the chief marketing entity. *(Keywords: Administrative Effectiveness, Cross-Divisional)*
- Identify Effective Education Practices: Schedule site visits to local institutions, including other CSUs, to visit office counterparts and gain insight on other effective education practices being utilized in the areas of Title IX and institutional equity. *(Keywords: Administrative Effectiveness)*

Attachment 1

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.