

Introduction and Context

Organizational Structure: The Division of Finance & Administration (DFA) is comprised of five units and four core programs plus auxiliaries that support the CI campus by providing essential services. The organization structure includes Financial Services; Human Resources; Operations, Planning and Construction; Public Safety; and University Glen/Site Authority. Additionally, DFA is responsible for Budget, Financial Planning, Environmental Health & Safety, and Risk Management.

Role: As CI continues to grow, the division must anticipate needs and mobilize operations to increase capacity to support this expansion. Near-term planning assumes a future student population of approximately 5,000 FTES and long-term planning for 15,000 FTES at full build-out. Current plans use an enrollment growth assumption of eight percent per year. DFA strategic priorities focus on putting systems and structures in place to support this next major phase of growth and organizational maturity.

Our Approach: Transformation

The funding and anticipated campus growth challenges we face have required a shift in the way we do business. In addition to incremental improvements in our operations, transformational changes to our unit, program leadership and business strategies will help us achieve the next level of performance to serve 5,000 FTES and beyond. We continue to challenge and re-conceive our programs and services, putting systems in place while intentionally challenging ourselves as leaders. We are also empowering members of the DFA 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 DFA 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.

DFA Mission, Vision, and Values

Last year the division developed a strategy map to identify the primary strategic goals of the division. It is included as Attachment I.

Mission: Division of Finance & Administration and its component units and programs support CI's academic mission by transforming the delivery of services through continuous improvements, providing a foundation that is knowledge driven, flexible in approach, and entrepreneurial in spirit.

Vision: We are the recognized leader for delivery of outstanding services to our campus community.

Values: People-centric – Teamwork, collaboration and relationships; Excellence – efficiency, accountability and conscientious; Spirit – fun, magic, pride and integrity. We are also committed to timeliness, safety and quality, trust and respect, dedication and willingness, compassion and sustainability.

Overview of Units

1. **Vice President's Office** – The Vice President's Office is responsible for DFA strategy and leadership as well as the overall planning and management of the campus. Its members include the vice president, the director for special projects, the executive assistant, and risk manager.
2. **Financial Services** - The unit includes three departments: Fiscal Services, Procurement & Contract Services, and Student Business Services. Combined, these units are responsible for ensuring that all accounting, purchasing, reporting, and reconciliation functions are performed in accordance with applicable law and policy while also providing the highest possible level of service to CI students and the larger campus community. The unit also maintains a liaison relationship with the Chancellor's Office for reporting and compliance matters.
3. **Human Resources** – This area is responsible for the full complement of human resource services for the campus including recruitment and employment processing, benefits administration, compensation and classification, professional training and development, equity and diversity, employee relations, HR information systems, and payroll. The unit maintains a liaison relationship with the Chancellor's Office for reporting and compliance matters.
4. **Operations, Planning and Construction (OPC)** – OPC is responsible for planning, designing and constructing new buildings and renovations, maintaining buildings and landscaping, providing custodial services, managing utilities, and providing support services to the campus that include mail, moving services, and event set-ups. The unit is comprised of building maintenance, custodial services, planning/design/construction services, landscaping, special events, and mail services. OPC also maintains a liaison relationship with the Chancellor's Office for the coordination of capital projects along with reporting and compliance matters.
5. **Public Safety** – The unit is responsible for the safety and security of the campus environment as well as management of campus transportation and parking. The unit is comprised of police services; transportation and parking services; and the environmental, health & safety program.
6. **University Glen/Site Authority (UGC/SA)** – UGC/SA is responsible for the east campus including property management of for-sale and rental properties, as well as retail space. The unit also oversees a commercial service that provides retail food services, residential dining, vending, and catering. UGC/SA also provides oversight of the CI Power Plant.

Accomplishments 2012-13

Finance & Administration continues to address goals and objectives reflected in the FY 2012-2017 strategy map. Many of these divisional activities are multi-year in nature.

During the last year, DFA, in partnership with the Provost, guided the campus **strategic resource planning** process for FY14 and drafted a budget recommendation. A new Strategic Resource Planning Task Force (SRPTF) was established and the work of the task force is reflected on a new website for the budget development process. These web pages provide access to information regarding the budget to the entire campus and support our commitment to transparency (see <http://www.csuci.edu/strategic-resource-planning/index.htm>). For the current budget report, we also improved data analysis and supporting information.

Yearly snapshots were prepared to illustrate thoughtful analyses of the University's resources to support the President, Provost, and other senior leaders in making sound and informed decisions based on clear data and information. A multi-year budgeting approach was also introduced this year. Staffing (faculty and staff) models were developed to support the multi-year planning.

The division also led the initial planning to explore innovative approaches to fund a major capital expansion for the campus. A ten-year "big idea" (CI 2025) concept was drafted to establish a framework to seek alternative funding methods, including public/private partnerships to support the campus growth over the next decade. A strategy approach has been developed and shared as well as a tactical plan over the next two years to advance this strategy.

The division also partnered with Student Affairs to lead and re-conceptualize how enrollment services and student business services are delivered to the campus. A task force was charged to envision a state-of-the-art operation that will serve as a model. A first step involved an evaluation of the current state. To help the campus with this task, AACRAO consultants were engaged. That work is now complete and the appointed student resource task force will move into its next phase of work. The VPFA and the VPSA served as executive sponsors for the first phase.

To support the work of the Finance subcommittee, a review of the investment policy was introduced. Key indicators for portfolio performance were identified as well as national best practices in portfolio management. The investment policy drafting was guided by DFA to ensure investment strategies are responsive to the current economic environment and flexible to respond quickly to future changes.

The Vice President's Office engaged in a recruitment process to hire a campus internal auditor. A cross-divisional selection committee was formed, and applicants were chosen following a national search. Two candidates were brought to the campus for interviews, however the recruitment was terminated without appointment. It is the intent to reopen the recruitment again in early fall, 2013.

As part of the **Organizational Effectiveness** program, Lean thinking has been expanded throughout the campus this year. This has included training about Lean concepts and, to date, there have been over 100 CI employees who have received Lean Six Sigma Yellow Belt certificates and 8 employees who are Lean Six Sigma Green Belts (project facilitators). In addition, a number of Lean projects have been implemented that support CI's efforts to be an even more efficient and effective operation. Among the projects completed this year were the automation of Requests for Goods and Services and the streamlining of OPC's Internal Event Cost Recovery. One project identified last year, third-party billing in PeopleSoft, will be implemented in FY13. As a result of the Lean projects and partnering with Ventura County Executive Offices, over \$90k in operational savings and revenue enhancements have been achieved, including an increase in staffing capacity by 3.3 FTE's.

A comprehensive and robust risk management program is in the process of being developed, with plans to create a synergistic program designed to enhance and reinforce communication and create efficiencies through the use of the Strategic Risk Management program, the Business Continuity Planning Committee, and the Operations Working Group.

Operational improvements are on-going for CI Park, some as a direct result of the Springs Fire. A study was launched and needs assessment conducted to identify future uses for the park. This study was a first phase in the long term park planning that will include recommendations regarding radio controlled aircraft use in the park.

Financial Services

- Enhanced resources by redesigning and standardizing the Daily Deposit Form (DDF) effective April 1st with concurrent training provided.
- Web pages have been reformatted to enrich communication, with content continuously updated. The auxiliaries and public entities are in the process of being migrated onto the Hyperion Budget and Planning system for better reporting and efficiency, with completion expected in October.
- The use of technology continues to be expanded with the implementation of the PeopleSoft billings & receivables modules in January. The Extended University payment plans within the Student Financial System went “live” during the spring of this year.
- Lean Six Sigma principles were used to help implement on-line Requests for Goods and Services. The third party billing module in PeopleSoft was delayed until the next fiscal year because of other projects that necessarily took priority.
- A 3- and 5-year financial forecast is being developed for the campus operating budget; ratios were presented to the SRPTF.
- A financial management training/refresher program was developed for unit budget heads, with campus-wide training conducted in May. Process guides were created and posted on the Financial Services webpages.
- In order to develop quantitative and qualitative metrics for the unit, a survey was distributed. Results will be used to identify areas in which to focus efforts for FY2013.

Human Resources

- Reviewed and redesigned some key processes, procedures, and guidelines in order to improve customer service. Some examples of streamlining are the hiring process for Special Consultants, updates in PeopleSoft Position Management, and a Lean project that resulted in decreased delays for the employee requisition process.
- Student Assistants now have consistent computer access during their transition to summer employment, and in partnership with T&C, a separation script was developed that has saved over 30 hours per year of manual processing.
- HRP has continued its implementation of People Soft modules, with three pilot departments successfully using the self-service Absence Management module. Other departments will be added in the early part of the 2013/14 fiscal year.
- HRP’s web pages have been improved to enrich communication, and now include an Absence Management page with on-line training and process guides, an updated payroll page, and revised guidelines for hiring student workers.
- Campus-wide professional development was provided, as well as training for Title IX -related processes. OPC’s staff received Sexual Harassment training, and new employees received orientation in both the fall and spring. Additional education for staff included a CalPERS Retirement workshop, a motivational speech given by Sarita Maybin, a Wellness brown-bag lunch, and Performance Evaluation training.
- Both quantitative and qualitative metrics have been used to measure HRP’s successes this year with the implementation of Lean, and efficiencies gained have resulted in additional capacity for growth as well as a reduction in the use of scarce resources.

Operations, Planning and Construction

- Continued support of strategic space planning through discussions with the Space Planning Committee.
- Using Lean Six Sigma principles, with a focus on customer service, OPC's internal processes have been reviewed, with several being optimized to reduce or eliminate waste and to improve quality. For example, Work Orders have been automated, eliminating the use of paper, and the work order process has been optimized. The process of enabling access to buildings has been streamlined with the addition of a new electronic key ordering process, and this has produced additional labor capacity, both within OPC and externally. Eliminating internal billing for events, optimizing mail delivery, and streamlining reporting by using a utility tracking system are just a few of the other projects completed during the last fiscal year. All of these activities have resulted in over \$100k in operational efficiencies.
- The West Hall, Auxiliary, and Santa Rosa Housing capital expansion projects have been completed on-time and on-budget, and a three to five year operating and capital budget forecast has been developed. The first phase of the community-supported central mall renovation has been completed, including the construction of a fountain at its center. The CI Boating Center was completed at Channel Islands Harbor, and a dedication ceremony was held in April. North Hall and Madera Hall opened for students in fall, 2012. The Burgess Courtyard and Grand Salon renovations were also completed. Construction of the third floor Del Norte classrooms was completed in the spring and adds more classroom capacity for the campus to accommodate growth. The campus entrance road project won the "2012 Project of the Year" award from the American Public Works Association, Ventura Chapter. OPC completed the exterior refresh program where the exterior of vacant buildings were painted, broken windows repaired and roofs were cleaned. New drought-tolerant landscaping was completed. Visitors to the campus are very complimentary about the "look" of the campus.
- OPC continues to improve sustainability performance in the built habitat. Electricity consumption was reduced by 7.5% over the last fiscal year, 28% cumulative since 2008-09 on kWh/gsf basis. Water consumption was reduced by 6% over the last fiscal year, 48% cumulative since 2008-09 on hcf/FTE basis. The reduction in consumption has resulted in approximately \$600K per year in savings. The recycling rate is 62%, which exceeded last year's target of 60%. The new building designs and maintenance activities meet LEED-Platinum standards, as verified by an outside consultant. The campus gained Tree Campus USA designation, the first CSU campus to gain the recognition, and one of 150 campuses nationwide. OPC launched a sustainability communication program to inform the campus community about the ongoing efforts.
- Quantitative and qualitative metrics continue to be developed for the unit, using key performance indicators (KPI's).

Public Safety

- Implemented recommendations from the evidence and property procedures audit with the development of policies and procedures, along with the completion of a classification/position description for a property controller. Documentation was completed that outlines employee duties as they relate to collecting, packaging, and documenting evidence and property taken into custody, and procedures were revised that relate to property withdrawal and return or transfer, as well as activities related to the authorized method of property disposal. The RIMS was updated to allow for property room integration with CAD/RMS system.

- Policing services were expanded with the implementation of a CI Regional Park security program. The program components include a program “one-sheet, interpretive brochures, equipment lists and a training outline, and a staffing work plan.
- An on-line ride-sharing/ride-matching system was developed to support customer service and sustainability efforts. This has included partnering with Southern California 511, a free traveler information service providing users with live traffic information for the region. Other partnership activities with Ventura County Transportation Commission (VCTC) and Ventura County Air Pollution Control Board (VCAPCD) included Ride Share Week and Bike to Work activities. And, the Alternative Transportation website has been refreshed ([Alternative Transportation Website](#)).
- Environmental, Health & Safety (EH&S) has been integrated into a new reporting and responsibility structure, and a comprehensive EH&S program has been created. CSU Northridge will be conducting a third-party assessment of the program in July, 2013.
- During the year, a department blog was published to improve communication with the campus, but a Twitter account is now being utilized instead. Public Safety is working with the campus social media workgroup to explore all social media options.
- All of the departments within Public Safety continue with their development of quantitative and qualitative metrics, and there have been a number of benchmarking and assessment activities conducted over the past year. Transportation & Parking is developing quantitative metrics for the rideshare program, with the goal of determining adequate ways to measure actual participation against membership.

University Glen/Site Authority

- Led planning efforts in the expansion of the residential dining program in order to serve increased enrollments and the Santa Rosa Village housing project.
- A new food venue, Pizza 3.14, in Town Center has opened, and the expansion of the Islands Café exterior seating has begun.
- UGC/SA sponsored professional development opportunities for its staff, including licensed real estate agent training, food service training, and monthly supervisor training that covers topics related to managerial skills. A number of UGC/SA employees received Lean Six Sigma Yellow Belt certification, with two staff members becoming Lean Six Sigma Green Belt facilitators.
- The Site Authority (SA) and Housing and Residential Education (HRE) have entered into an agreement to consolidate HRE students into the Town Center. To facilitate this transition, the SA has provided incentives to current residents enabling them to relocate into other University Glen apartments. Approximately 75 HRE students will move into the Town Center this Fall, and by Spring of 2014, there will be space for another 30 HRE students.
- The agreement for debt service coverage for Site Authority bonds and the maintenance expense for the power plant has been permanently addressed with the Chancellor’s Office (CO). A new project has been initiated that will outline the entire SA debt picture, and will address future CO debt contributions. A business plan for the Site Authority housing 2A/B site has become part of a larger development plan for the campus, with timeline and key decision dates being identified.
- A strategy planning meeting occurred in March to discuss the CI Power purchase agreement with Southern California Edison, which is scheduled to expire in 2014.
- The development of metrics is pending.

Divisional Key Initiatives for FY 2013-14

As a part of looking forward in alignment with the University's direction of "Creating the Next Decade," the division's title will transition to Business and Financial Affairs (BFA). OPC will transition to Facilities Services and Finance has begun using Financial Services as its unit title. In addition, some unit realignments will occur including the establishment of an Administrative Services function that will ensure excellent operating support service to the campus, including a central events office.

This year the division will focus on a primary goal of the division: Enhance Communication. With the rapid growth and development of the campus, we have identified this as a key overarching goal of the division to improve our operations. Each operating area will pay particular attention to our communication goal to ensure each area has identified communication gaps and operating plans to address them. This divisional goal does not take precedence to our other three remaining goals (operational excellence, recruit/retain staffing and enhance resources); all four goals are critical to annual operations and each unit will guide their area with appropriate emphasis. The Communications goal for the current year provides a cross-divisional focus with opportunities for divisional leverage.

Campus-wide strategic resource planning: With the support of the campus, we plan to add additional improvement to the campus' processes to increase transparency and encourage accountability.

Capital expansion: The division will continue its work on a major capital expansion strategy that will support the next decade of growth. We wish to engage in a RFP process for an advisor to assist with strategy development, execution, implementation, and delivery of capital expansion program.

Lean Six Sigma: The goals identified in the DFA Strategy Map will continue to drive the division's activities, with particular emphasis on communication in 2013-14. A key component of the division's efforts to meet these goals and objectives to support the campus are supported by the division's organizational effectiveness (OE) program, launched in the spring of 2012 and described below:

Purpose: To strengthen the continuous improvement activities on campus, we have adopted the following elements of an organizational effectiveness program to complement the CSU's continuous improvement program. We offer services that include training, consultation, facilitation support, and resources.

Strategy: The OE strategy, which was initially deployed as pilot programs in DFA, will continue to expand its service offerings to other areas of the campus as interest in the program develops. The desired outcome is to continue to exemplify exceptional communication and collaboration, and to influence the campus to embrace a culture of planning, assessment, improvement, and accountability, as well as to develop a capacity for change leadership, and organizational competencies that will be needed as CI creates its next decade.



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

Organizational Effectiveness Program

Achieve Operational Excellence:

- Develop a strategy for the distribution of the division-wide customer service survey that was developed in the spring of 2013. Analyze results, develop action plans.

Recruit and Retain a Diverse and Talented Staff:

- Assess organizational training gaps and implement and direct learning strategies for a continuously improving staff development program.
- Conduct needs assessments to determine measures required to enhance employee retention and overall department performance.
- Explore new partnerships with CSUN's professional development team and with the community at large.

Enhance Resources:

- Participate with the Student Resource Center Steering Committee (SRC) to identify and implement projects that will support the charge to develop, plan, and implement a student resource center that serves as a focal point for the delivery of services to help students manage their registration, academic planning, financial aid, and payment processes.
- Facilitate Lean Six Sigma projects using expertise of the Green Belt community of practice.
- Drive Lean Six Sigma at CI through the development of an in-house Yellow Belt training program.

Enrich Communication:

- Communicate activities based on customer service survey results.
- Enhance the engagement of the Cabinet in Lean Six Sigma at CI by providing "Champion" training.
- Develop a communication plan to provide updates about the progress of the SRC to the campus community.
- Implement online, web-based, self-service "Tool Box."

Define, establish and track metrics for the Unit by Nov. 2013.

Financial Services Goals – Key Initiatives

Achieve Operational Excellence:

- Conduct a campus-wide survey for feedback on fiscal services customer service.

Recruit and Retain a Diverse and Talented Staff

- Develop Student Assistant Mentorship Program.
- Implement actions developed as result of feedback from staff of their 12 workplace motivators.

Enhance Resources

- Implement Hyperion for auxiliary business units.
- Formalize Extended University Session Fee Set up.
- Identify and begin development of utilizing electronic and/or digital signatures.
- Implement Third Party Module.
- Implement Student Refund Direct Deposit (ACH).

Enrich Communication

- Enhance SBS social media presence.
- Conduct a contracts workshop in conjunction with the campus Risk Management.
- Install TV to provide media feed in enrollment center to inform students of SBS services and deadlines.
- Develop quantitative and qualitative metrics for units.

Define, establish and track metrics for the Unit by Nov. 2013.

Human Resources – Key Initiatives

Achieve Operational Excellence:

- Continue implementation of People Soft modules – Time and Labor, prepare for Common HR Systems implementation. Deploy Absence Management module, including self-service, campus-wide.
- Review and redesign key processes, procedures and guidelines to improve customer service. Using Lean, review workflow documents from HR to Payroll to improve processes; further enhance the requisition process; other Lean projects identified for review include performance evaluation tracking, appointment letters, and the position description and classification review processes.

Recruit and Retain a Diverse and Talented Staff:

- Create a staffing succession strategy as the campus grows; coordinate with the campus community.
- Provide campus-wide training enhancement and professional development opportunities; develop training for Title IX-related processes.

Enhance Resources:

- Develop a library of training courses for supervisors and managers to include: New Supervisor 101, Communication Tools, Performance Evaluations, Classification Review, Progressive Discipline, Recruitment, etc. Also, in coordination with Organizational Effectiveness program, identify training that supports Lean thinking – Yellow and Green belt certification and customer service training.

Enrich Communication:

- Improve the unit's web pages to enrich communication including FAQ's for all areas within HR. Develop process guides for newly implemented PeopleSoft modules which contain self-service components. All pages will be optimized for access via mobile devices.

Define, establish and track metrics for the Unit by Nov. 2013.

Facilities Services (FS) – Key Initiatives

FS will continue its communication program that was developed and implemented over the last two years, checking frequently with customers.

Achieve Operational Excellence:

- Strengthen working relationships, both within FS and the campus community, through the development of one-on-one relationships, process improvement, and policy development that will accommodate change and future growth.
- Ensure implementation of the unit's safety program.
- Enhance and improve strategic space planning review using a multi-year approach.
- Develop staffing plan and budget using a multi-year approach.
- Develop a signage and way-finding program for the campus.
- Sustainability: Launch identified energy and water conservation projects; increase recycling by 10%; update campus design standards to support Cal-Green Codes.

Recruit and Retain a Diverse and Talented Staff:

- Establish training programs for new hires and annual refreshers for current staff; provide technical training and offer professional development opportunities.
- Implement custodial and grounds management equipment management best practices; establish a grounds training program.
- Support a positive work environment with staff to avoid operating silos (informal gatherings).
- Empower staff to make decisions.
- Continue "REAL - Employee of the Month" program.

Enhance Resources:

- Establish a Predictive Maintenance program for equipment management for major and critical buildings; improve work order process.
- Develop a grounds efficiency plan; implement "Breeze" for grounds management.
- Evaluate inventory and storage practices to enhance efficiency and effectiveness.
- Integrate BIM (Building Information Modeling) into major capital design and maintenance to enhance effective planning and project delivery.

Enrich Communication:

- Hold all-hands meeting every 3 months.
- Continue with newsletter.
- Provide construction updates via blog / emails (once a month), construction notices (as needed), periodic articles in Wavelength, and CI News.

Define, establish and track metrics for the Unit by Nov. 2013.

Public Safety – Key Initiatives

Achieve Operational Excellence:

- Maintain liaison with any interested campus community groups.
- Interact and coordinate alternative transportation activities with appropriate university, city, county, state, federal and private departments and agencies.
- Review, update and distribute the IIPP as necessary.
- Ensure that appropriate job related training is provided to all newly promoted personnel.

Recruit and Retain a Diverse and Talented Staff:

- Ensure that there are lesson plans for all training courses conducted by the department. Review and update those lesson plans as necessary.
- Improve use of transportation alternatives by students, faculty, and staff.
- Support the Systemwide WERCS Affinity Group by attending meetings, conference calls and training/workshops.
- Collaborate with the Business Continuity Planning Committee to test/exercise all of the campus' BCPs.

Enhance Resources:

- Review and update/enhance, as necessary, the Kristen Smart Agreement with the Ventura County Sheriff's Office.
- Communicate the alternative transportation program to the campus community in a variety of methods.
- Develop, review and update as appropriate staff and student health and safety training activities.
- Complete After-Action Reports at the completion of each exercise or simulated emergency incident.

Enrich Communication:

- Display crime patterns or trends on the work group's website.
- Share information about work groups' outputs.
- Post all minutes from the Health and Safety Committee meeting to the work group's website.
- Communicate the EOP to the campus community in a variety of methods.

Define, establish and track metrics for the Unit by Nov. 2013.

University Glen/Site Authority – Key Initiatives

Achieve Operational Excellence:

- Incorporate CI Boating Center into catering operations. Purchase catering equipment and furniture to be stored at the center.
- Develop a new program for the Town Center Market including food concepts, design, construction, and opening of the new facility.
- Hire manager for CI Boating Center. Work with manager to develop marketing program to promote the use of the boating center as an event destination.
- Oversee the exterior dining project at Islands Café.

Recruit and Retain a Diverse and Talented Staff:

- Develop and implement Plan of Action to initiate Affordable Care Act benefits for eligible hourly employees.
- Continue and improve Supervisors Professional Development Seminar Series. Possible topics include: Emergency Preparedness and Evacuation Planning; Lean-ing Our Way to Efficient Practices; Respectful Workplace – Professional Conduct, Image, and Impressions, Assertiveness in the Workplace; Professional Ethics; Improve and Expand UGC Student Assistant Academy.
- Hire new Chef de Cuisine for Islands Café

Enhance Resources:

- Purchase and install new equipment in Islands Café to improve efficiencies.
- Continue to expand catering and aggressively pursue weddings as a source of new revenue.

Enrich Communication:

- Increase workplace communication and team development through the Professional Development Seminar Series.
- Further involvement of the UGC student workforce through an enhanced student assistant training program.
- Provide staff support to improve the Homeowners Advisory Council website including posting important information and meeting minutes.
- Through an update to Yardi (property management software), improve interaction with tenants and homeowners with online maintenance requests, online payments and other important information.
- Utilize CI Alert to provide general community updates to University Glen. Residents can sign up for and be sent separate messages that are relevant only to University Glen.

Define, establish and track metrics for the Unit by Nov. 2013.

Special Projects

Achieve Operational Excellence:

- Launch Strategic Risk Management program campus-wide.
- Seek solutions for document tracking for VP office.
- Coordinate records retention program to address program requirements.

Recruit and Retain a Diverse and Talented Staff:

- Finalize copier program to ensure breakeven operations.
- Support contracting process – develop templates, guide significant contracting.
- Identify funding opportunities (grants, partnerships) for CI Park.

Enrich Communication:

- Establish Park Advisory Group to guide park management and operations.
- Enhance operations of Operations Work Group.
- Maintain websites for areas of responsibility.

Define, establish and track metrics for the Unit by Nov. 2013.

Attachment I

Division of Finance and Administration

DFA Strategy Map 2012 - 2017

Mission

We support CI's academic mission by transforming the delivery of services through continuous improvements, providing a foundation that is knowledge driven, flexible in approach, and entrepreneurial in spirit.

Vision

We are the recognized leader for delivery of outstanding services to our campus community.

Values

We value a **People-Centric** perspective that includes **Teamwork, Collaboration, and Relationships** across campus. In addition, we value **Excellence** that is exhibited through **Efficiency, Accountability, and Conscientious**. The **Spirit** of our Division is reflected by **Fun, Magic, Pride, and Integrity**.

We also commit ourselves to these qualities:

~ **Timeliness** ~ **Safety and Quality** ~ **Compassion** ~ **Trust and Respect** ~ **Dedication and Willingness** ~ **Sustainability**

Our Value to Our Customers

We provide responsive, flexible and dependable services that reflect value

We ensure the safety of our community and the application of regulations and rules

We help solve complex problems by providing a range of operational expertise

Goals

Achieve Operational Excellence

- Prepare for growth
- Improve customer service
- Share expertise and services
- Succession planning

Recruit and Retain a Diverse and Talented Staff

- Create training and procedures manuals
- Foster entrepreneurship
- Offer robust development opportunities
- Community building

Enhance Resources

- Document processes
- Implement online, web-based, self-service solutions
- Streamline processes to be timely and efficient
- Eliminate signatures
- Improve reporting

Enrich Communication

- Improve websites.
- Add more communication tools (For example: Online hub, blog, newsletter, FAQ's, annual disclosures, online collaboration tool, contract and MOU repository)

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.