Division of Administration and Finance

Strategic Planning Summary
February 2008
Mission

The Division of Administration and Finance provides customer-oriented professional services intended to enrich the educational experience, further the University’s strategic priorities, maintain the integrity and accountability of the institution, and enhance the University’s standing in the community.
Values

• Student Success
  • We place our highest priority on ensuring the academic success and personal growth of CSU East Bay students.

• Excellence
  • We hold ourselves to the highest standards and support continual improvement and innovation in all we do.

• Integrity
  • We are accountable for our actions and expect honesty and fairness in all our work and interactions.

• Diversity
  • We value and respect diversity, inclusion, civility and individual uniqueness and recognize the strength these factors bring to our community and learning environment. All of our interactions should reflect trust, caring and mutual respect.

• Community
  • We value collaborative relationships within and beyond the campus in order to best serve our mission.
Key Strategic Planning Mandate*

*From *Framework for the Future*, based on town hall meetings in Fall 2006.

An Efficient, Well-Run University with a Culture of Accountability
GOAL: *To support an efficient, well-run CSUEB that embraces a culture of accountability:*

- **Measure:** The extent to which the University can clearly document that it makes resource allocation decisions based on strategic planning mandates and priorities.
- **Challenges:** Develop a culture of decision making and resource allocation based on data and analysis.
- **Actions:** Create access to financial data that provides accurate and timely input towards strategic decision processes. Create a set of standard reports that allows end-users to easily manage financial resources.
GOAL: *To create a physical infrastructure/environment that contributes positively to a vibrant university village:*

- Measures: Customer needs/satisfaction surveys; benchmarking against published standards and progress made toward achieving campus master plan objectives.
- Challenges: Secure adequate funding to modernize existing buildings and build new facilities.
- Actions: Complete campus master plan and develop deferred maintenance, capital renewal, minor capital and ADA project list and priority mitigation plans.
GOAL: To create a workforce development program and end-user input methods that contribute to an inclusive campus climate:

- Measure: Campus climate survey that focuses on inclusiveness and organizational transparency.
- Challenges: Develop of comprehensive workforce development training program.
- Actions: Partner with SJSU to leverage their HR training infrastructure. Establish/maintain advisory committees to ensure input into various processes (Budget, program needs in the context of construction design, etc.).
Goals and Measures (continued)

GOAL: To streamline student oriented administrative processes, particularly in partnership with other CSUEB divisions.

- Measure: Elapsed processing time and student satisfaction.
- Challenges: Numerous “hand-offs” within A&F and other divisions, and staffing, particularly during peak times.
- Actions: Streamline work flows emphasizing self-service.
GOAL: To enhance organizational capacity in A&F

• Measure: Job performance (performance evaluations), job satisfaction (employee surveys), and staff turnover.

• Challenges: Fill vacant positions and determine appropriate staffing levels and organizational structure.

• Actions: Actively recruit for all vacancies.
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Fall 2009
A&F Goal 1: To support an efficient, well-run CSUEB that embraces a culture of accountability:

- **Measure**: The extent to which the University can clearly document that it makes resource allocation decisions based on strategic planning mandates and priorities; *and achieving a balanced budget.*
- **Challenges**: Develop a culture of decision making and resource allocation **rooted in institutional values and** based on data and analysis.
- **Actions Taken**: Create access to financial data that provides accurate and timely input towards strategic decision processes. Create a set of standard reports that allows end-users to easily manage financial resources. *Monitor expenditure rates and financial ratios.*
Next Steps:

- Develop formula/methodology for funding academic departments at an appropriate level to meet enrollment targets
- Implement new business process for faculty grants
- Implement Prolog, software to track capital project funding, expenditures and work orders
- Implement imaging for HR, Payroll, Accounting, Accounts Payable, Purchasing and Student Financials
- Implement Self Service time reporting and Absence Management
- Establish and adopt space standards
- Complete operating manuals and business process guides
- Implement and Manage the Staff reduction Plans indentified in budget process.
- Create and administer job satisfaction survey
- Revamp MPP evaluation forms and process
A&F Goal 2: To create a physical infrastructure/environment that contributes positively to a vibrant university village; Enhancing indoor and outdoor space for teaching and learning

- **Measures**: Customer needs/satisfaction surveys; benchmarking against published standards, including space utilization, and progress made toward achieving campus master plan objectives.
- **Challenges**: Secure adequate funding to modernize existing buildings and build new facilities.
- **Actions Taken**: Complete campus master plan and develop deferred maintenance, capital renewal, minor capital and ADA project list and priority mitigation plans.
Next Steps:

- Get BOT approval of Campus Master Plan
- Complete Meikeljohn Classroom Project
- Complete Construction of SSRB and plan Occupancy.
- Begin construction of the Recreation Wellness Center
- Continue Campus Beautification Plan
- Incorporate Pioneer Heights into FP&O Maintenance Standards
A&F Goal 3: To create a workforce development program and end-user input methods that contribute to an inclusive campus climate; *Increasing staff satisfaction and reducing unintended turnover*

- **Measure**: Campus climate survey that focuses on inclusiveness and organizational transparency.
- **Challenges**: Develop of comprehensive workforce development training program.
- **Actions Taken**: Partner with SJSU to leverage their HR training infrastructure. Establish/maintain advisory committees to ensure input into various processes (Budget, program needs in the context of construction design, etc.).
Next Steps:

- Create HR Advisory panel for input purposes to the creation of Employee Programs
- Survey employees to receive input on current service performance levels and for input on needed services.
- Conduct MPP Briefings to keep management team abreast of current HR topics/issues.
A&F Goal 4: To streamline administrative processes, particularly those oriented to students, in partnership with other CSUEB divisions.

- **Measure**: Elapsed processing time; *expenditures per transaction*; student satisfaction and *customer satisfaction for staff using administrative services*.
- **Challenges**: Numerous “hand-offs” within A&F and other divisions, and staffing, particularly during peak times.
- **Actions Taken**: Streamline work flows emphasizing self-service.
Next Steps:

- Enhance On-line Payment Processing and Payment Plans
- Implement One-Card
A&F Goal 5: To enhance organizational capacity in A&F

- **Measure:** Job performance (performance evaluations), job satisfaction (employee surveys), and staff turnover.

- **Challenges:** Fill vacant positions and determine appropriate staffing levels and organizational structure.

- **Actions Taken:** Actively recruit for all vacancies.
Next Steps:

- Create Self-directed work teams to review processes identified as part of the A&F Budget reduction plan.
- Implement self-service components of PS (payment processing, Absence Management, HR)