

**SACRAMENTO STATE**  
**ADMINISTRATION & BUSINESS AFFAIRS FAMILIES**  
**2005/06 GOALS & MEASURES**  
**DESTINATION 2010**

**VICE PRESIDENT FOR ADMINISTRATION (VPA) FAMILY**

| Perspective         | Destination 2010 Link     | Outcome                                                                    | Goal                                                                                                                                                                                                                                                            | Date                 | Measures                                                                                                                                                                           | Progress Report / December 2005                                                                                                                                                                                                                                                                                                                                                            |
|---------------------|---------------------------|----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Customers           | Build a Welcoming Campus  | Become ambassadors of the campus, providing first-rate customer service    | Identify ABA division service standards and standards of communication                                                                                                                                                                                          | 6/06                 | Standards developed, recommended, approved and communicated, implemented                                                                                                           | VPA has issued a set of expectations and priorities. We are in the process of developing web standards. From these resources, we will begin to develop comprehensive standards for adoption by the division                                                                                                                                                                                |
| Processes           | Build a Welcoming Campus  | Create a safe campus environment                                           | Identify training to promote an ABA <i>Code of Conduct</i> and work with HR to conduct division-wide training                                                                                                                                                   | 8/05<br>1/06<br>6/06 | <ul style="list-style-type: none"> <li>• <i>Code of Conduct</i> finalized/communicated</li> <li>• Training scheduled</li> <li>• Training completed</li> </ul>                      | <ul style="list-style-type: none"> <li>• Code of Conduct developed and communicated.</li> <li>• Structure for training proposed by SP/QI SA Briana Russell.</li> <li>• On hold until further notice. Other training issues preeminent.</li> </ul>                                                                                                                                          |
| People              | Build a Welcoming Campus  | Develop high employee morale                                               | Enhance ABA division <i>staff recognition programs</i> by identifying and developing more local and more frequent award opportunities                                                                                                                           | 4/06                 | Implementation of additional program components                                                                                                                                    | <p>Two new management award programs developed and launched at ABA Holiday Luncheon :</p> <ul style="list-style-type: none"> <li>• Management Valued Staff Professional Awards</li> <li>• Management Peer Awards</li> </ul> <p>Staff PEER award proposed and in development for ABA Spring Social venue.</p>                                                                               |
| Stewardship & Image | Develop Community Support | Develop a meaningful presence and influence within metropolitan Sacramento | <ul style="list-style-type: none"> <li>• Develop professional standards</li> <li>• Identify key agencies, professional/community organizations and associations with which we are currently involved and those with which to encourage participation</li> </ul> | 6/06<br>8/05<br>6/06 | <ul style="list-style-type: none"> <li>• Adopt professional standards</li> <li>• Finalize list of current affiliations</li> <li>• Develop list of proposed affiliations</li> </ul> | <ul style="list-style-type: none"> <li>• VPA has issued expectations, priorities. Working from these documents, we will develop comprehensive division standards.</li> <li>• Current affiliation list for ABA MPPs completed.</li> <li>• Will work with ABA Council/Leadership Team to identify additional memberships to enhance our business relations and campus networking.</li> </ul> |

**ADMINISTRATIVE SERVICES FAMILY**

**Common Management Systems (CMS)**

| Perspective | Destination 2010 Link    | Outcome                                                                 | Goal                                                                                                                                                                | Date          | Measures                                                                                                                                    | Progress Report / December 2005                                                                                                                                                                                       |
|-------------|--------------------------|-------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Customers   | Build a Welcoming Campus | Become ambassadors of the campus, providing first-rate customer service | Develop a campus-wide CMS User's Group that meets monthly to discuss direction of the project, gather input, share information, etc.                                | 12/05<br>6/06 | Initial <i>Focus Group</i> meetings<br>Follow-up with one-on-one interviews, after group is meeting regularly                               | No progress.                                                                                                                                                                                                          |
| Processes   | Build a Welcoming Campus | Make the campus easy to navigate, technologically and physically        | Increase awareness of the CMS functionality by developing a <i>training strategy</i> . Training will include multiple methodologies and new, innovative approaches. | 6/06          | <i>Point of Service</i> Training Survey                                                                                                     | An online training evaluation has been developed and posted to the CMS website. HR online training has been developed and posted. We continue to research new training development tools.                             |
| People      | Build a Welcoming Campus | Build a team of great leaders                                           | Develop CMS Project standards which will include knowledge transfer, image, ambassador roles, etc.                                                                  | 5/06          | <ul style="list-style-type: none"> <li>• Two <i>Team Development</i> activities</li> <li>• Meetings to promote positive behavior</li> </ul> | <ul style="list-style-type: none"> <li>• Project standards have been developed and will be shared with the team on 1/23.</li> <li>• A staff development activity is planned for January 12, Alumni Center.</li> </ul> |
| Stewardship | Develop                  | Maintain the highest standards                                          | Develop a <i>communication strategy</i> for the CMS                                                                                                                 | 6/06          | Schedule of communication on track                                                                                                          | Communications are on track.                                                                                                                                                                                          |

|                                            |                              |                                                                                |                                                                                                                                                                                                                                                                                                                              |             |                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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| <b>&amp; Image</b>                         | Community Support            | in financial and operational systems management                                | project overall. Ensure that regular, consistent information is disseminated through various campus groups/individuals.                                                                                                                                                                                                      |             |                                                                                                                                                                                                                     | The next campus forums will be held in January.                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Business Information Services (BIS)</b> |                              |                                                                                |                                                                                                                                                                                                                                                                                                                              |             |                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Customers</b>                           | Build a Welcoming Campus     | Become ambassadors of the campus, providing first-rate customer service        | Devote a minimum of 72 hrs each month, 8 hrs per employee, to ensure departmental, procedural and system documentation is current and accurate                                                                                                                                                                               | 6/06        | Quarterly collect employee monthly workload stats, indicating hours spent on procedural/system documentation                                                                                                        | On track.<br><br>Workload statistics indicate that BIS spent an average of 76 hours per month doing procedural and system documentation.                                                                                                                                                                                                                                                                                                                                                                |
| <b>Processes</b>                           | Build a Welcoming Campus     | Make the campus easy to navigate technologically and physically                | Complete standardized web design for HR                                                                                                                                                                                                                                                                                      | 6/06        | Quarterly, track percentage of standard vs total number of web pages                                                                                                                                                | On track.<br><br>We estimate that we are 70% finished with the HR web pages. We are currently in the midst of retrofitting the web pages to meet the new campus branding/ templates.<br><br>We should include the ABA Web page project in this goal. ABA is 30% complete. So, combined completion estimate is 50%.                                                                                                                                                                                      |
| <b>People</b>                              | Build a Welcoming Campus     | Build a team of great leaders                                                  | Create an annual professional development plan for each employee by the July 1 each year, identifying one or more goals for training and growth opportunities with established time frames for meeting goals                                                                                                                 | 6/06        | Quarterly, track percentage of actual vs expected goals                                                                                                                                                             | The unit is behind in this area. We have a draft of plans but they need to be formalized. We expect to make progress on this task during January and February.                                                                                                                                                                                                                                                                                                                                          |
| <b>Stewardship &amp; Image</b>             | Develop Community Support    | Maintain the highest standards in financial and operational systems management | Ensure system security is administered timely                                                                                                                                                                                                                                                                                | 6/06        | Quarterly, compute average days to process a security request, w/average computed from date user signs form to date access granted                                                                                  | On average it takes 10.5 work days to complete a request -- 5.5 days from the user to get the VP's signature and 5 days for the request to be completed in BIS and the user notified. The delay in time is partly due to certain HR requests that cannot be completed until the user receives training. This training can take weeks to occur. We may want to reevaluate this goal, especially since administering system security is planned to move to the UCCS help desk function on or before July. |
| <b>BUSINESS OPERATIONS FAMILY</b>          |                              |                                                                                |                                                                                                                                                                                                                                                                                                                              |             |                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Perspective</b>                         | <b>Destination 2010 Link</b> | <b>Outcome</b>                                                                 | <b>Goal</b>                                                                                                                                                                                                                                                                                                                  | <b>Date</b> | <b>Measures</b>                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Customers</b>                           | Build a Welcoming Campus     | Become ambassadors of the campus, providing first-rate customer service        | Meet w/major campus departments at least once annually to discuss customer needs and SS department/unit processes                                                                                                                                                                                                            | 6/06        | <ul style="list-style-type: none"> <li>Number of meetings held</li> <li>% identified customer / process issues resolved</li> </ul>                                                                                  | Business Operations' managers and staff are attending various campus department meetings to help identify and resolve issues.                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Processes</b>                           | Build a Welcoming Campus     | Make the campus easy to navigate, technologically and physically               | <ul style="list-style-type: none"> <li>Develop easy-to-use and current unit web sites</li> <li>Implement a method for customers to pay parking citations on campus</li> </ul>                                                                                                                                                | 6/06        | <ul style="list-style-type: none"> <li>Standards identified/standards met</li> <li>Process implemented</li> </ul>                                                                                                   | Standards for Business Operations websites are close to being completed. We are on schedule to complete this goal by the target date.<br><br>UTAPS has implemented a method for customers to pay parking citations on campus. Implementation was completed the second week of January 2006.                                                                                                                                                                                                             |
| <b>People</b>                              | Build a Welcoming Campus     | Build a team of great leaders                                                  | <ul style="list-style-type: none"> <li>Improve training opportunities by requiring a discussion of training needs/ opportunities in all employee evaluations</li> <li>Improve training of new employees and clarify primary/backup roles in Repro Services by creating/ maintaining job manuals for key positions</li> </ul> | 6/06        | <ul style="list-style-type: none"> <li>% evaluations that document training discussion</li> <li>% training held compared to training identified</li> <li>Roles identified</li> <li>Job Manuals completed</li> </ul> | <ul style="list-style-type: none"> <li>Business Operation is making progress on development of a training discussion document to include with staff performance evaluations.</li> <li></li> <li></li> <li>Reprographics has completed job manuals for two of its four key positions.</li> </ul>                                                                                                                                                                                                         |

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| <b>Stewardship &amp; Image</b>    | Develop Community Support    | Develop a meaningful presence and influence within metropolitan Sacramento | Encourage/support staff to join professional and community groups whose purposes align with the University mission                                                                                                                                                                                                                                                                | 6/06        | Numbers of staff involved                                                                                                 | Business Operations staff have increased membership and participation in organizations such as the California Association of Public Purchasing Officers, National Association of Education Buyers, National Parking Association, California Public Parking Association, Printing Industries of America, Sacramento Transportation Management Association, Downtown Transportation Management Association, Sacramento Metro Chamber of Commerce, and several others.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>FACILITIES SERVICES FAMILY</b> |                              |                                                                            |                                                                                                                                                                                                                                                                                                                                                                                   |             |                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Perspective</b>                | <b>Destination 2010 Link</b> | <b>Outcome</b>                                                             | <b>Goal</b>                                                                                                                                                                                                                                                                                                                                                                       | <b>Date</b> | <b>Measures</b>                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Customers</b>                  | Build a Welcoming Campus     | Become ambassadors of the campus, providing first-rate customer service    | <ul style="list-style-type: none"> <li>Develop interactive training for staff</li> <li>Conduct the training (possibly with help from an outside instructor)</li> <li>Develop an electronic small-scale customer satisfaction survey to send to customers when they call in with facility and grounds problems</li> </ul>                                                          | 6/06        | <ul style="list-style-type: none"> <li>Number of people trained</li> <li>Improved survey results over the year</li> </ul> | <ul style="list-style-type: none"> <li>Custodial Services will receive training in January from a consultant on how the goals of Destination 2010 relate to custodial services staff. This training will then be offered to other groups within the department.</li> <li>Software (Survey Monkey) has been purchased to use for the electronic small-scale customer service survey. Survey will be implemented in spring 2006.</li> <li>Facilities Services participated in the CSU Customer Satisfaction Survey.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Customers</b>                  | Build a Welcoming Campus     | Build facilities and landscapes with a distinct architectural image        | <ul style="list-style-type: none"> <li>Develop a <i>scope of work</i> for an architectural planning consultant to assist in the definition of a distinct architectural image</li> <li>Hire architectural planning consultant to work w/Facilities Management and other appropriate parties to define and document the campus architectural image</li> </ul>                       | 6/06        | Completion of document with information suitable to give to all future designers hired by the University                  | <ul style="list-style-type: none"> <li>Master Plan architect E.M. Kado has begun research and is working with staff to prepare a proposal with a scope of work that meets the needs of the campus.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Processes</b>                  | Build a Welcoming Campus     | Make the campus easy to navigate technologically and physically            | <ul style="list-style-type: none"> <li>Develop concept and design for “Way-Finder” sign system</li> <li>Install first phase of the “Way-Finder” sign system based on funding available</li> </ul>                                                                                                                                                                                 | 6/06        | Percentage of project completed                                                                                           | Wayfinder sign system design concept is complete. Sign fabricator is preparing fabrication specifications and will produce five prototype signs for installation spring 2006. Campus entrance signs will be upgraded to new campus identity spring 2006.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>People</b>                     | Build a Welcoming Campus     | Develop high employee morale                                               | <ul style="list-style-type: none"> <li>Develop and conduct staff survey using CO website and other available resources</li> <li>Develop activities that improve morale, such as, employee recognition, employee BBQ</li> <li>Re-survey in one year</li> </ul>                                                                                                                     | 6/06        | Results of second survey compared to first                                                                                | <ul style="list-style-type: none"> <li>FS conducted an employee survey in fall 2005 asking for feedback on the department’s recognition program. Survey will be administered again in 2006 to assess effectiveness of program.</li> <li>Had BBQ lunch for department staff in August 2005 and holiday reception in December 2005. Custodial Services had separate BBQ for custodians in order to include those that work evening shifts. All FS employees were invited to attend the ABA Holiday luncheon. Custodial Services had additional holiday dinner to include those that work evening shifts. All employees were given Facilities Services t-shirts for appreciation and recognition.</li> </ul> <p>Custodial Services developed its own employee recognition process and gave awards in December 2005. The recognition program for the whole department will be implemented for the third quarter of 2005/06 and will include a team recognition award and an individual award for staff.</p> |
| <b>Stewardship &amp; Image</b>    |                              |                                                                            | There is a direct correlation between goal listed above, “Build facilities and landscapes with a distinct architectural image” and <u>Stewardship &amp; Image</u> . Since FM is focusing on two goals under the category <u>Customer Service</u> which will positively affect the campus image, no specific goal is identified under the <u>Stewardship &amp; Image</u> category. |             |                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

**FINANCIAL SERVICES FAMILY**

| Perspective                    | Destination 2010 Link     | Outcome                                                                        | Goal                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Date         | Measures                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                        |
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| <b>Accounting Services</b>     |                           |                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |              |                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Customers</b>               | Build a Welcoming Campus  | Become ambassadors of the campus, providing first-rate customer service        | Serve customers effectively when primary staff is unavailable <i>Action:</i> Cross-train unit employees in all job duties                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 6/06         | % of job duties backed up (Plan to increase this percentage annually)                                                                                                                                                | Percentage of Accounting Services Tasks with Back-Up:<br>74 % - July 2005<br>80 % - December 2005                                                                                                                                                                                                                                                                                                                      |
| <b>Processes</b>               | Develop Community Support | Foster an informed campus, respectful of compliance                            | Provide a useful website for the campus <i>Action:</i> Work with Management Services to improve/maintain an informative website that meets ABA standards                                                                                                                                                                                                                                                                                                                                                                                                                                      | 6/06         | % compliant with ABA website standards<br>List types of info that should be posted, then count # of items included and assess currency (Plan to increase annually the # of current useful info items on the website) | Justine Heartt and Jenny Leung attended ABA/UCCS web demo in December; but have not received the final ABA website standards.<br><br>We have made improvements (name changes, updated links, removed old information, etc.) to the website; but more work needs to be done.<br><br>Identified Jenny Leung to maintain Accounting Services site.                                                                        |
| <b>People</b>                  | Build a Welcoming Campus  | Build a team of great leaders                                                  | Enhance the knowledge of the Accounting Services Office professionals through individual training plans. <i>Action:</i> Create/maintain/support professional training plans for each staff member.                                                                                                                                                                                                                                                                                                                                                                                            | 6/06         | Professional training plans listed on each employee evaluation (In following year, measure % completion for each employee)                                                                                           | Professional Training Plans were listed on each employee evaluation. Progress has been made on these individualized training lists. Please see ABA Monthly Professional Development Reports for specific detail.                                                                                                                                                                                                       |
| <b>Stewardship &amp; Image</b> | Develop Community Support | Maintain the highest standards in financial and operational systems management | Help campus community navigate financial road blocks (rules/regulations) <i>Action:</i> Effectively communicate rules/regulations driving policies and assist department business managers to identify options. Tools may include (not limited to): <ul style="list-style-type: none"> <li>Participation in Financial Services "Round Table" (explain campus compliance restraints, answer questions, brainstorm to resolve issues)</li> <li>Explain to unit staff the <i>why</i> behind policies and procedures</li> </ul> Update website to address policy, procedure and compliance issues | 6/06         | Maintain a log of meetings/discussions with campus community (Log includes the campus area contacted/topics)                                                                                                         | Participated in the Business Partners Round Table on October 28, 2005.<br><br>Log started of Campus Staff Training on "why" of policies and procedures.<br><br>Web policy, procedure and compliance updates are just beginning. Jenny Leung started on November 28 <sup>th</sup> and is assisting with the Trust Foundation transition and then will begin working with BIS to update the Accounting Services webpage. |
| <b>Accounts Payable</b>        |                           |                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |              |                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Customers</b>               | Build a Welcoming Campus  | Become ambassadors of the campus, providing first-rate customer service        | Serve customers effectively with knowledgeable staff, regardless of primary functions <i>Actions:</i> <ul style="list-style-type: none"> <li>Cross-train each employee to build knowledge base outside of primary duties</li> <li>Effectively communicate with customers to assure satisfaction and provision of key information</li> </ul>                                                                                                                                                                                                                                                   | 6/06         | % of duties backed-up by two staff members (Increase percentage to 100 percent)                                                                                                                                      | Percentage of Accounts Payable Tasks with at least two Back-Ups:<br>40 % - July 2005<br>60 % - December 2005                                                                                                                                                                                                                                                                                                           |
| <b>Process</b>                 | Develop Community Support | Foster an informed campus respectful of compliance                             | Develop a customer-friendly online AP manual <i>Action:</i> Staff create website manual                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 6/05         | List items to include (percentage of listed items posted)                                                                                                                                                            | 3 out of 4 AP manuals (75%) are on the web.                                                                                                                                                                                                                                                                                                                                                                            |
| <b>People</b>                  | Build a Welcoming Campus  | Build a team of great leaders                                                  | Enhance the knowledge of the Accounts Payable Office professionals through individual training plans <i>Action:</i> Create, maintain and support personal training plans for each                                                                                                                                                                                                                                                                                                                                                                                                             | 6/05<br>6/06 | Include professional training plans in each employee evaluation (Measure % of completion of each training plan next evaluation)                                                                                      | Training plans were given at last evaluation time. All of the technicians are half way or have completed their training. Some staff have requested additional training.                                                                                                                                                                                                                                                |

| <b>Stewardship &amp; Image</b>    | Develop Community Support | Foster an informed campus respectful of compliance                       | Provide campus community with tools to increase knowledge/ability to process paperwork effectively/timely <i>Action:</i> Effectively communicate processes/ procedures/deadlines for completing transactions. Include the following communication tools: <ul style="list-style-type: none"> <li>Develop training plan/train department business managers bi-annually</li> <li>Present specialty training sessions (travel, DPR, invoices, contracts)</li> <li>Update website to address compliance issues, new policies and procedures</li> </ul> | 6/06      | Maintain a log of training sessions (Log to include dept/division, topic, time allotted, attendance count)                                                               | <ul style="list-style-type: none"> <li>Participated in the Business Partners Round Table on October 28, 2005.</li> <li>We have 2-hour labs twice a month for the campus. We will start keeping a log of who attends.</li> <li>Presently working with Procurement on new Procurement Card Training.</li> <li>Presented specialty training sessions to two colleges during fall 2005.</li> <li>Justine Heartt and Jay Rutherford attended ABA/UCCS web demo in December but have not received the final ABA website standards. We will work with BIS in spring to update website.</li> </ul>                                                                                                                            |                   |                       |            |      |             |      |             |      |                    |      |
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| <b>Student Financial Services</b> |                           |                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |           |                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                   |                       |            |      |             |      |             |      |                    |      |
| <b>Customers</b>                  | Build a Welcoming Campus  | Become ambassadors of the campus, providing first-rate customer service  | Better serve the campus community <i>Action:</i> Improve/maintain ongoing communications with Admissions & Records and Financial Aid to increase mutual understanding of processes and procedures                                                                                                                                                                                                                                                                                                                                                 | 6/06      | % staff who can accurately answer 90% of questions on the <i>Most Frequently Asked Questions</i> list                                                                    | In the process of reviewing "Questions" from various student service departments to determine the base line % of accurately answered questions. Next step is to determine how to effectively disseminate information among key offices to better serve the campus community. Meeting 1/10/06.                                                                                                                                                                                                                                                                                                                                                                                                                         |                   |                       |            |      |             |      |             |      |                    |      |
| <b>Process</b>                    | Develop Community Support | Foster an informed campus respectful of compliance                       | Enhance communication w/students, faculty and staff, clarifying answers to <i>Frequently Asked Questions</i> about policy/procedures <i>Action:</i> Provide staff w/key information to assist understanding of reasons for rules. Create a mini Q/A manual/test for staff                                                                                                                                                                                                                                                                         | 6/06      | % staff who can accurately answer 90% of questions on the <i>Most Frequently Asked Questions</i> list (measure accuracy of answers before and after manual and training) | We have all of our questions for the action plan. We are now reviewing and adjusting all the questions to fit our objective, which are the <i>whys</i> behind our work. We will be confirming what questions to ask in the survey. Meeting 1/10/06.                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                   |                       |            |      |             |      |             |      |                    |      |
| <b>People</b>                     | Develop Community Support | Develop high employee morale                                             | Recognize the excellence of unit staff <i>Action:</i> Develop a monthly <i>kudos</i> program and semester recognition program for internal staff                                                                                                                                                                                                                                                                                                                                                                                                  | Fall 2005 | % staff satisfaction with programs                                                                                                                                       | <u>Team Supreme</u><br>We are writing up a proposal for a kudos program. We would like to have a comment box for kudos to be dropped off. Kudos will be read at staff meetings. Award an employee each semester with a plaque and a prize. (The same plaque will rotate every semester.) Meeting in mid-January.                                                                                                                                                                                                                                                                                                                                                                                                      |                   |                       |            |      |             |      |             |      |                    |      |
| <b>Stewardship &amp; Image</b>    | Develop Community Support | Foster an informed campus respectful of compliance                       | Increase the number of faculty/academic staff knowledgeable of financial deadlines and policies about registration fees/refunds <i>Action:</i> Create an information source to communicate policies more effectively.                                                                                                                                                                                                                                                                                                                             | 6/06      | % campus ASCs accurately answering 85% of questions                                                                                                                      | Met with the AAS group and determined that this group is not the best group for this type of survey and information. They were very supportive and felt this project would meet a great need. They agreed to help us facilitate a meeting with the department staff who answer these questions most often. This will help us get an accurate measure of deficiencies and effectiveness after improvement. Meeting 1/11/06.                                                                                                                                                                                                                                                                                            |                   |                       |            |      |             |      |             |      |                    |      |
| <b>University Budget Office</b>   |                           |                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |           |                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                   |                       |            |      |             |      |             |      |                    |      |
| <b>Customers</b>                  | Build a Welcoming Campus  | Become ambassadors of the campus, providing first-rate customer services | Reduce the average budget transfer processing time from 2.3 to two business days (13% reduction) <i>Action:</i> Maintain log of transfer activity (date/time request received/posted/ department notified) and seek workload assistance when necessary to meet goal                                                                                                                                                                                                                                                                               | 6/06      | % transfers processed in two business days                                                                                                                               | <b><i>Budget Transfer Log</i></b><br><table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;"><i>Month/Year</i></th> <th style="text-align: right;"><i>Office Average</i></th> </tr> </thead> <tbody> <tr> <td>October-05</td> <td style="text-align: right;">3.27</td> </tr> <tr> <td>November-05</td> <td style="text-align: right;">3.27</td> </tr> <tr> <td>December-05</td> <td style="text-align: right;">5.97</td> </tr> <tr> <td>Total Average Days</td> <td style="text-align: right;">4.17</td> </tr> </tbody> </table> Loss of staff member in June '05; new staff person starting Jan. '06, which will alleviate overall workload issues and decrease averages. | <i>Month/Year</i> | <i>Office Average</i> | October-05 | 3.27 | November-05 | 3.27 | December-05 | 5.97 | Total Average Days | 4.17 |
| <i>Month/Year</i>                 | <i>Office Average</i>     |                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |           |                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                   |                       |            |      |             |      |             |      |                    |      |
| October-05                        | 3.27                      |                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |           |                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                   |                       |            |      |             |      |             |      |                    |      |
| November-05                       | 3.27                      |                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |           |                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                   |                       |            |      |             |      |             |      |                    |      |
| December-05                       | 5.97                      |                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |           |                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                   |                       |            |      |             |      |             |      |                    |      |
| Total Average Days                | 4.17                      |                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |           |                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                   |                       |            |      |             |      |             |      |                    |      |
| <b>Process</b>                    | Build a Welcoming Campus  | Make the campus easy to navigate technologically and physically          | Enhance website visibility, access, appearance, ease of use, with more info and e-mail capability <i>Action:</i> Move link closer to CSUS Home Page                                                                                                                                                                                                                                                                                                                                                                                               | 6/06      | % of improvements made as planned<br>Date <i>one-click</i> access complete                                                                                               | The website is currently being worked on by BIS. Budget Officer has provided guidance for website structure, and is in the process of                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                   |                       |            |      |             |      |             |      |                    |      |

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|                                |                           |                                                                                | (under Admin); Identify website items and document posting; add <i>Budget Transfer</i> form/ instructions; add e-mail link; post charts/ data sheets; improve appearance/visible balance; add hit counter                                    |      |                                                        | developing informational documents for website.                                                                                                                                 |
| <b>People</b>                  | Build a Welcoming Campus  | Build a team of great leaders                                                  | Enhance knowledge of staff professionals through individual training plans <i>Action:</i> Develop plans based on staff-identified needs/classes; training followed by staff presentations and written class summaries for reference          | 6/06 | % training items completed for each staff professional | Budget Staff following approved training plans – 61% completed year to date.                                                                                                    |
| <b>Stewardship &amp; Image</b> | Develop Community Support | Maintain the highest standards in financial and operational systems management | Decrease average processing time for <i>Release Time</i> allocations from 2.5 to two months (20% decrease) <i>Action:</i> Log and track process, communicate w/principals to expedite, seek workload assistance when necessary to meet goal. | 6/06 | % transactions complete within two-month period        | Decreased average processing of Release Time forms to 1.89 months, exceeded goal of 2.5.<br>Decreased average processing of Assigned Time to 1.23 months, exceeded goal of 2.5. |

**PUBLIC SAFETY FAMILY**

| <b>Perspective</b> | <b>Destination 2010 Link</b> | <b>Outcome</b>                                                          | <b>Goal</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>Date</b> | <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| <b>Customers</b>   | Build a Welcoming Campus     | Become ambassadors of the campus, providing first-rate customer service | <p>Fully implement a community policing and problem-oriented policing program:</p> <ul style="list-style-type: none"> <li>• Provide training for all employees in customer service and problem solving</li> <li>• Implement a bicycle patrol team</li> <li>• Implement a comprehensive problem-oriented policing program w/police officers and CSOs assigned to specific buildings/areas, to enhance visibility/ problem-solving efforts through direct involvement and personal interest</li> </ul> | 6/06        | <p>Programs initiated, tracked using statistical data, monitored through feedback from surveys, and maintained through training updates and regular feedback to the participants</p> <ul style="list-style-type: none"> <li>• Contacted and discussed reality-based training in customer service and problem-solving with PMW Associates consultant. Coordinating with Communication Studies Department on customer service training. Use of P.O.S.T. training tapes.</li> <li>• <i>Bicycle Patrol Program:</i> Three officers have successfully completed Bicycle Operations Training, special equipment has been ordered, two new bicycles have been purchased and police-equipped; program to be phased-in beginning in February 2006.</li> <li>• Developed new sports card program to increase community contact, crime prevention and visibility. Photographs have been taken of all sworn personnel, bios and safety tips have been completed. Finished product to be received by February 1, 2006, distribution to follow.</li> <li>• <i>Inner Campus Patrol Program</i> was initiated during winter break utilizing police officers, Community Service Officers, and Facilities Services personnel. The program was instituted during the break to reduce unsecured doors/buildings, property taken, and to enhance visibility.</li> <li>• Swearing-In Ceremony for six officers and one dispatcher. Two officers were sworn in as part of being promoted.</li> <li>• Yearly department meeting with a focus on Destination 2010, FERPA training and customer satisfaction.</li> </ul> |

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| <b>Process</b>                 | Build a Welcoming Campus  | Create a safe campus environment                                               | <p>Ensure a safe environment conducive to living, learning and academic freedom:</p> <ul style="list-style-type: none"> <li>• Increase Customer Satisfaction survey results (2005 to 2007), establishing benchmarks from previous surveys</li> <li>• Solicit input from stakeholders (the community) on how to improve perception of campus crime problems</li> <li>• Conduct more presentations on crime prevention, disaster response and readiness, personal safety for faculty, staff, students</li> </ul> | 6/06 | <ul style="list-style-type: none"> <li>• Monitor Customer Satisfaction survey results and provide feedback</li> <li>• Solicit feedback from stakeholders who attend presentations</li> </ul> | <ul style="list-style-type: none"> <li>• Results from 2005 Customer Satisfaction Survey showed a dramatic increase in satisfaction with police services. Results/comments will be posted on the Police Department website. A comparison and analysis will be made when the 2007 customer satisfaction survey statistics are received to determine if there was a positive impact from new initiatives.</li> <li>• Meetings with all college deans have been completed and information received. Presentations and meetings with all Residence Hall staff have been completed and feedback received. Climate surveys will be distributed randomly to the campus community on campus during the beginning of the Spring Semester 2006.</li> <li>• Created a new Resident Hall Liaison Officer assignment.</li> <li>• Victim reporting party notification letters have been developed to advise of case status and solicit feedback from department contact.</li> <li>• Town Hall meetings with Residence Hall occupants/students being scheduled for spring 2006.</li> <li>• Violence in the Workplace Prevention training has been scheduled for February and May 2006.</li> <li>• Department members participated in six sessions of Transfer Student Orientations, soliciting feedback on desired police services.</li> <li>• Initiated meetings with Building Coordinators to update emergency plans and disaster preparedness.</li> </ul> |
| <b>People</b>                  | Build a Welcoming Campus  | Build a team of great leaders                                                  | Routinely provide training in leadership and mentoring                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 6/06 | Establish a baseline for all personnel and reinforce training through reviews at meetings and briefings                                                                                      | <ul style="list-style-type: none"> <li>• Four new Field Training Officers have been selected and trained and we have begun training new officers in our Field Officer Training Program.</li> <li>• Focus group meets regularly to discuss current department issues and needs and to disseminate timely information to assist department personnel in performing their duties.</li> <li>• Designing leadership and mentoring training component for training with PMW Associates.</li> <li>• Hosted the California Peace Officers Association 2006 Legislative Update course at Sacramento State. Approximately 300 people attended including personnel from the University Police Department.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Stewardship &amp; Image</b> | Develop Community Support | Maintain the highest standards in financial and operational systems management | <ul style="list-style-type: none"> <li>• Conduct reality-based training in <i>Police Ethics</i> for all employees</li> <li>• Develop an up-to-date policy manual, inform and hold employees accountable for adherence to policies</li> <li>• Maintain integrity in evidence gathering, processing and maintenance of chain of custody through training, policy updating, familiarization and accountability. Train at least two sworn officers to be crime scene investigators.</li> </ul>                     | 6/06 | Establish a baseline for all personnel and reinforce training through regular policy and <i>Code of Ethics</i> reviews at meetings/briefings                                                 | <ul style="list-style-type: none"> <li>• Have contacted and discussed reality-based training in police ethics and leadership with facilitator from PMW. Finalizing training date for 6/06.</li> <li>• Reviewing local training opportunities in the area of leadership including utilizing Sac State professors.</li> <li>• Policy manual (General Orders Manual) has been reviewed and updated and is currently being finalized for distribution and implementation.</li> <li>• Updated evidence and property policies. Sending sergeant to International Association for Property and Evidence, Inc. training. Sergeant will be assigned to handle evidence, processing/release starting in February 2006.</li> <li>• Two officers will be trained in Crime Scene Investigations.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

**RISK MANAGEMENT SERVICES FAMILY**

| Perspective | Destination 2010 Link | Outcome | Goal | Date | Measures |
|-------------|-----------------------|---------|------|------|----------|
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| <b>Customer</b> | Build a Welcoming Campus    | Become ambassadors of the campus, providing first-rate customer service | To improve communication and consistency, revise SM Policies and Procedures. <b>Action:</b> Revise and implement SPAG Policy, revise and implement Policy on Use of University Facilities                                                                                                                                                                                                                                                             | 4/06           | New policies revised, approved, implemented, posted on web page                                                              | Completed draft revision of <i>Use of University Facilities Processes and Deadlines</i> and submitted to S. Garcia/S. Green for review and approval. This is one section of the more global policy on the <i>University Use of University Facilities</i> . The SPAG policy was drafted, revised, and submitted to S. Garcia for review and approval earlier in the fall semester.                                                                                                                                                                                                                                                                                                                            |
| <b>Customer</b> | Build a Welcoming Campus    | Make the campus easy to navigate, technologically and physically        | To ensure employees understand their Learning Track assignments and completion status, design and implement an employee auto email process                                                                                                                                                                                                                                                                                                            | 10/05          | New auto email process developed, installed, and successfully launched via LearnerWeb®                                       | The auto e-mail process has been completed. Beginning in the new year, all employees who have Saclink email addresses will be provided with an automated Learning Track Progress Report on a 30 or 60 day cycle.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Customer</b> | Build a Welcoming Campus    | Create a Safe Campus Environment                                        | Plan, purchase, upgrade and replace classroom furniture that is broken, old, worn in older buildings. Furnish six new classrooms. Three to five-year project. Annual progress based on budgeted funds through 6/06.                                                                                                                                                                                                                                   | 6/06           | Based on identified budget, construction plans, and audit findings, measure progress through count of furniture replacement. | <ul style="list-style-type: none"> <li>Completed the audit of classrooms in older buildings, reviewed new construction plans, identified building/ rooms for upgrade, and determined purchase need.</li> <li>Requested and received budget for furniture conversion.</li> <li>Reviewed audit findings and determined first classrooms for furniture replacement and upgrade based on in-stock inventory.</li> <li>Developed work order for furniture replacement in selected classrooms (ALP and DH) and instructed Facilities Services on replacement details for January 2006 physical conversion project.</li> <li>Obtained price quotes for preparation of first furniture purchases.</li> </ul>         |
| <b>Process</b>  | Build a Welcoming Campus    | Make the campus easy to navigate technologically and physically         | For ease of customer navigation, redesign web page to reflect new RMS organization and to improve navigational ease. <b>Action:</b> Web schemes obtained from PA, define page layout                                                                                                                                                                                                                                                                  | 1/06           | New page operational                                                                                                         | As of December 20, 2005, Risk Management Services has nearly completed a comprehensive redesign of their web page using the University's new web templates. The new web page will be activated by mid January 2005.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Process</b>  | Build a Welcoming Campus    | Make the campus easy to navigate, technologically and physically        | For customer ease of use, revise/create IIPP and EA Courses <b>Action:</b> Solicit funding via grants, solicit funding from other campuses, convert to Lectora or VCB for CBT authoring                                                                                                                                                                                                                                                               | 4/06           | Revised presentations successfully integrated with LearnerWeb®                                                               | Three other campuses have agreed to help fund the development of a revised IIPP. RMS has determined that Sac State has in-house ability to develop the courses as desired. A project has been created to begin in-house WBT development. A grant proposal was prepared and submitted but not funded. Instead of using the tools Lectora or VCB, it has been determined that Tool Book, a system licensed WBT development tool can be used.                                                                                                                                                                                                                                                                   |
| <b>Process</b>  | Building a Welcoming Campus | Make the campus easy to navigate, technologically and physically        | To install the academic facilities scheduling requirements to comply with campus goals for CMS PeopleSoft Student Administration conversion targeted for Fall 2007 and insure training for internal key users and end users                                                                                                                                                                                                                           | 12/06          | Based on CMS project plans and timelines                                                                                     | <ul style="list-style-type: none"> <li>CMS training on Course Catalog and Schedule of Classes/Facilities Scheduling (ongoing).</li> <li>Develop all facilities tables for data mapping to CMS (in progress).</li> <li>Completed the development of the building table and room table data mapping spreadsheets for SFDB and SIS reconciliation for CMS/Astra implementation.</li> <li>Develop process and report mapping and identify fit gaps (in progress). Completed the organization of the online resource library.</li> </ul>                                                                                                                                                                          |
| <b>Process</b>  | Build a Welcoming Campus    | Make the campus easy to navigate, technologically and physically        | The install and interface the academic facilities scheduling requirements to comply with campus goals for CMS PeopleSoft Student Administration conversion targeted for Fall 2007; and to develop the non-instructional (events) facilities scheduling requirements. Insure training for internal key users and end users.<br>(Target for academic scheduling coincides with SMC conversion at 12/6; Target for no-instructional scheduling at 12/07) | 12/06<br>12/07 | Project plans and timelines.                                                                                                 | <ul style="list-style-type: none"> <li>Completed the purchase and installation of the server.</li> <li>Completed the installation of the Oracle database on server.</li> <li>Completed the purchase and installation of Astra Desktop and Web Client software on server.</li> <li>Completed the installation of Astra desktop software on Space Management PCs.</li> <li>Install Web client software on PCs (in progress).</li> <li>Research and develop security plan for users (in progress).</li> <li>Completed the development and importation of SIS room profiles and section data (2 semesters) for Astra test region.</li> <li>Completed the organization of the online resource library.</li> </ul> |

|                                   |                           |                                                    |                                                                                                                                                                                                                                                                                                                                                                                                         |       |                                               |                                                                                                                                                                                                                                                                                    |
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|                                   |                           |                                                    |                                                                                                                                                                                                                                                                                                                                                                                                         |       |                                               | <ul style="list-style-type: none"> <li>• Astra reading, research, and training (ongoing).</li> <li>• Established the core project team, Astra technical support and meeting schedule.</li> <li>• Complete the set-up for Astra key user access.</li> </ul>                         |
| <b>Process</b>                    | Build a Welcoming Campus  | Create a safe environment                          | Summarize the risk reduction processes on the RMS web page. <b>Action:</b> Explain audit process, training, accident investigations, contractor safety, codes of safe work practices                                                                                                                                                                                                                    | 1/06  | New information page operational              | This will be included on our new web page.                                                                                                                                                                                                                                         |
| <b>Process</b>                    | Build a Welcoming Campus  | Create a safe environment                          | Map process for the implementation of an Environmental Management System (EMS) as encouraged by EPA. Begin initial coordination for design, development and implementation. <b>Action:</b> Map EMS elements, prioritize EMS elements, identify EMS team, hold first EMS team meeting by 10/05, approve EMS policy/implementation process by end of 12/05                                                | 5/06  | EMS policy approved, “actions” completed      | A complete mapping of the EMS process has been completed. Risk Management Services Environmental Specialist Bob Hitomi will be creating and working with a committee to develop auditable compliance procedures and implementation strategies.                                     |
| <b>Stewardship &amp; Image</b>    | Develop Community Support | Foster an informed campus respectful of compliance | Create Risk Analysis Strategy/Process for use in assessing the university’s exposure to proposed 3 <sup>rd</sup> party campus events. <b>Action:</b> Identify formal risk analysis programs in use by CSU; develop categories of risk based on types of events (minimal, moderate, high risk); determine the feasibility and scope of conducting a formal risk analysis on all third party events, etc. | 4/06  | Existence of a written Risk Analysis Strategy | Due to other commitments, limited action taken on this goal to date.                                                                                                                                                                                                               |
| <b>Stewardship &amp; Image</b>    | Develop Community Support | Foster an informed campus respectful of compliance | Develop a “master” Continuity of Operations Program (COOP). <b>Action:</b> Complete draft and submit to CSEH Committee for comment, post master plan on RMS web page, assist Program Centers with development of plans                                                                                                                                                                                  | 11/05 | Existence of a master COOP                    | Process to develop the Capital Public Radio BCP has begun. Process to develop a special BCP for avian influenza is about to begin. A position description has been completed and a position allocated to fill this function. A search to fill this function will begin in January. |
| <b>Completed January 11, 2006</b> |                           |                                                    |                                                                                                                                                                                                                                                                                                                                                                                                         |       |                                               |                                                                                                                                                                                                                                                                                    |