

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

<b>VICE PRESIDENT FOR ADMINISTRATION (VPA) 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	Identify ABA division service standards and standards of communication	6/06	Standards developed, recommended, approved and communicated, implemented
<b>Processes</b>	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 1/06 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>
<b>People</b>	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
<b>Stewardship &amp; Image</b>	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 8/05 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>
<b>COMMON MANAGEMENT SYSTEMS (CMS) 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	Develop a campus-wide CMS User's Group that meets monthly to discuss direction of the project,	12/05 6/06	Initial <i>Focus Group</i> meetings Follow-up with one-on-one

			gather input, share information, etc.		interviews, after group is meeting regularly
<b>Processes</b>	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
<b>People</b>	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>
<b>Stewardship &amp; Image</b>	Develop Community Support	Maintain the highest standards in financial and operational systems management	Develop a <i>communication strategy</i> for the CMS project overall. Ensure that regular, consistent information is disseminated through various campus groups/individuals.	6/06	Schedule of communication on track
<b>FACILITIES MANAGEMENT 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>
<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</li> </ul>	6/06	Completion of document with information suitable to give to all future designers hired by the University

			Management and other appropriate parties to define and document the campus architectural image		
<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
<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
<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.		
<b>FINANCIAL SERVICES FAMILY</b>					
<b>Perspective</b>	<b>Destination 2010 Link</b>	<b>Outcome</b>	<b>Goal</b>	<b>Date</b>	<b>Measures</b>
<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)
<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	6/06	% compliant with ABA website standards  List types of info that

			website that meets ABA standards		should be posted, then count # items included and assess currency (Plan to increase annually the # of current useful info items on the website)
<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)
<b>Stewardship &amp; Image</b>	Develop Community Support	Maintain the highest standards in financial and operational systems management	<p>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):</p> <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> <li>• Update website to address policy, procedure and compliance issues</li> </ul>	6/06	Maintain a log of meetings/discussions with campus community (Log includes the campus area contacted/topics)
<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 office functions <i>Actions:</i>	6/06	% of duties backed-up by two staff members (Increase percentage to 100)

			<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>		percent)
<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	9/05	List items to include (Percentage of listed items posted)
<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 6/06	Include professional training plans in each employee evaluation (Measure % of completion of each training plan next evaluation)
<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)
<b>Management Services</b>					
<b>Customers</b>	Build a Welcoming Campus	Become ambassadors of the campus, providing	Devote a minimum of 72 hrs each month, 8 hrs per employee, to	6/06	Quarterly collect employee monthly workload stats,

		first-rate customer service	ensure departmental, procedural and system documentation is current and accurate		indicating hours spent on procedural/system documentation
<b>Process</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
<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
<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
<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
<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)

<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
<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
<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>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 (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	6/06	% of improvements made as planned  Date <i>one-click</i> access complete
<b>People</b>	Build a Welcoming Campus	Build a team of great leaders	Enhance knowledge of staff professionals through individual	6/06	% training items completed for each staff professional

			training plans <i>Action:</i> Develop plans based on staff-identified needs/classes; training followed by staff presentations and written class summaries for reference		
<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
<b>PUBLIC SAFETY 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	Fully implement a community policing and problem-oriented policing program: <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	Programs initiated, tracked using statistical data, monitored through feedback from surveys, and maintained through training updates and regular feedback to the participants
<b>Process</b>	Build a Welcoming Campus	Create a safe campus environment	Ensure a safe environment conducive to living, learning and academic freedom:	6/06	<ul style="list-style-type: none"> <li>• Monitor Customer Satisfaction survey results and provide</li> </ul>

			<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, and personal safety for faculty, staff and students</li> </ul>		<p>feedback</p> <ul style="list-style-type: none"> <li>• Solicit feedback from stakeholders who attend presentations</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
<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
<b>SUPPORT 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	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>
<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>
<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>
<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

**RISK MANAGEMENT SERVICES**

<b>Perspective</b>	<b>Destination 2010 Link</b>	<b>Outcome</b>	<b>Goal</b>	<b>Date</b>	<b>Measures</b>
<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
<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	10/05	New auto email process developed, installed, and successfully launched via LearnerWeb®

			process		
<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
<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®
<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
<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
<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	4/06	Existence of a written Risk Analysis Strategy

			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.		
<b>Stewardship &amp; Image</b>	Develop Community Support	Foster an informed campus respectful of compliance	Develop a “master” Continuity of Operations Program (COOP). <i>Action:</i> 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
<b>Rev August 2005</b>					