

**SACRAMENTO STATE
ADMINISTRATION & BUSINESS AFFAIRS FAMILIES
2008/09 GOALS, ACTION PLANS & MEASURES
DESTINATION 2010
QUARTER #1**

BUSINESS & ADMINISTRATIVE SERVICES FAMILY

BSC Perspective	Sac State SP or D2010 Link	ABA Strategy Map Goal (Department goal will help advance this division goal)	Department Goal (Desired result)	Targets (Specific desired qualitative/quantitative outcomes)	Action Plan (Planned step-by-step approach)	Measures (How you will gauge success)	Progress (quarterly)
Processes	<ul style="list-style-type: none"> Improve student recruitment, retention & graduation rates 	Facilitate access to campus services	<u>ONECARD</u> Deliver enhanced and streamlined services through technology improvements: <ul style="list-style-type: none"> Implement credit card deposit capability through CashNet 	<ul style="list-style-type: none"> 10% increase in deposits for year (\$396,000 to \$435,600) 	<ol style="list-style-type: none"> Create link from OneCard website to SmartPay to initiate online deposits Market to campus community through MySacState, orientations, website 	<ul style="list-style-type: none"> Increased total dollar amount for deposits from 07/08 to 08/09 Increased number of deposits from 07/08 to 08/09 	
Processes	<ul style="list-style-type: none"> Improve student recruitment, retention & graduation rates 	Facilitate access to campus services	<u>ONECARD</u> Deliver enhanced and streamlined services through technology improvements: <ul style="list-style-type: none"> Increase number of off-campus merchants that accept OneCard for payment. 	<ul style="list-style-type: none"> Increase off-campus businesses that accept OneCard by 5 	<ol style="list-style-type: none"> Cancel contract with off-campus vendor (BBOne) and communicate change with current businesses Develop contract for existing customers for service w/University (marketing materials, card reader maintenance) Install readers and set up payment schedule and process Market program to new customers who currently offer discounts w/OneCard 	<ul style="list-style-type: none"> # of businesses in 2008/09 that accept OneCard as compared to 2007/08 	
Processes	<ul style="list-style-type: none"> Improve student recruitment, retention & graduation rates 	Facilitate access to campus services	<u>REPROGRAPHICS</u> Deliver enhanced and streamlined services through technology improvements: <ul style="list-style-type: none"> Increase amount of printing done in-house 	<ul style="list-style-type: none"> Establish baseline for jobs done on digital printer in 2008/09 	<ol style="list-style-type: none"> Complete training and cross-training of staff on digital press Market digital press capabilities to campus community 	<ul style="list-style-type: none"> Count number of jobs printed on digital press and cost of printing 	40% - Reprographics has trained all of its designated personnel on all aspects of operating the HP Indigo Digital Press. Reprographics has started marketing the services of its digital press to the campus.

			on digital press vs. work sent to outside vendors				Presentation was made at the BPRT and an open house was held.
Processes	Improve student recruitment, retention & graduation rates	Facilitate access to campus services	<u>UTAPS:</u> Deliver enhanced and streamlined services through technology improvements: <ul style="list-style-type: none"> Increase # of parking permits purchased online. Increase # of citations paid and appealed on line. 	<ul style="list-style-type: none"> Increase # of permits purchased online by 10% over last year Increase # of citations processed online by 10% 	<ol style="list-style-type: none"> Promote online purchasing and citation processing to students, faculty & staff Implement capability for purchasing additional types of permits online, i.e. motorcycle 	<p>Compare number of permits bought online in 2008/09 to 2007/08</p> <p>Compare number of citations processed online in 2008/09 to 2007/08</p>	
Customer	Create & sustain organizational structure...that facilitates evidence based decision making...	Promote ABA's contributions toward achieving University goals	<u>SPQI:</u> Communicate key data to campus community through an ABA Dashboard	<ul style="list-style-type: none"> Develop dashboard and populate with data by 6/30/09 	<ol style="list-style-type: none"> Review CSU measure library Discussion with Leadership Council Review what data is currently being collected in division Develop methodology for collecting/reporting data Work with IRT to develop format including hit counter Post to ABA division webpage and market to key constituents 	Complete dashboard by 6/30/09	15%- Developed ABA dashboard presentation, sample dashboard, and identified simple web-based model

FACILITIES SERVICES FAMILY

Custodial, Grounds and Landscape Services

BSC Perspective	Sac State SP or D2010 Link	ABA Strategy Map Goal (Department goal will help advance this division goal)	Department Goal (Desired result)	Targets (Specific desired qualitative/quantitative outcomes)	Action Plan (Planned step-by-step approach)	Measures (How you will gauge success)	Progress (quarterly)
Processes	<ul style="list-style-type: none"> Build a welcoming campus 	Facilitate access to campus services	Survey and have ready for development the landscape design plans of the north main quad	<ul style="list-style-type: none"> Completed landscape design plans 	<ol style="list-style-type: none"> Develop design criteria Design in respect to campus master plan Design irrigation plan Seek funding to construct Install landscaping 	<ul style="list-style-type: none"> Completion of the planned action steps 	5% complete- Project in planning stages
Customers	<ul style="list-style-type: none"> Create a dynamic physical environment 	Develop a distinctive physical environment	Develop the campus tree inventory and establish a set number of trees to be labeled with botanical	<ul style="list-style-type: none"> Complete tree inventory database 	<ol style="list-style-type: none"> Inventory trees Select species that may have academic value Purchase custom labels with 	<ul style="list-style-type: none"> Completion of the planned action steps 	5% complete- Project in planning stages

			information		botanical information 4. Install labels at base of each tree 5. Establish a recommended path for viewing and study		
People	<ul style="list-style-type: none"> Develop community support 	Support an engaged workforce	Reestablish baseline cleaning knowledge utilizing the Custodial Management Institute training as a model	<ul style="list-style-type: none"> Planned sessions held and attended by most or all staff 	1. MPPs to present and proctor initial training to Lead Custodians 2. MPPs to assist Lead Custodians in presenting training to custodial staff 3. Lead Custodians, with MPP assistance, train and proctor custodial staff in cleaning modules 4. New employees receive baseline cleaning knowledge	<ul style="list-style-type: none"> Completion of the planned action steps 	5% complete- Project in planning stages

Facilities Planning and Construction Services

BSC Perspective	Sac State SP or D2010 Link	ABA Strategy Map Goal (Department goal will help advance this division goal)	Department Goal (Desired result)	Targets (Specific desired qualitative/quantitative outcomes)	Action Plan (Planned step-by-step approach)	Measures (How you will gauge success)	Progress (quarterly)
Customers	<ul style="list-style-type: none"> Create a dynamic physical environment 	Develop a distinctive physical environment	Construction on the Recreation Wellness Center project	<ul style="list-style-type: none"> Completion of the Recreation Wellness Center building 	1. Negotiate GMAX agreement with contractor 2. BOT Financing Approval 3. Finish site work an secondary effect work	<ul style="list-style-type: none"> Weekly project meetings with all principal participants attending 	5% complete- The groundbreaking ceremony was held on October 1, 2008. Construction has now begun
Processes	<ul style="list-style-type: none"> Build a welcoming campus 	Facilitate access to campus services	Mechanical and electrical installation for the Student Housing project	<ul style="list-style-type: none"> Working utilities for the residents 	1. Complete mechanical installation phase 2. Complete electrical installation phase	<ul style="list-style-type: none"> Project progress in comparison to the project schedule 	5% complete- Project in planning stages
Customers	<ul style="list-style-type: none"> Create a dynamic physical environment 	Develop a distinctive physical environment	Complete the first phase of programming for the Science II project	<ul style="list-style-type: none"> A complete Modified Detailed Project Program 	1. Develop program document containing <ol style="list-style-type: none"> Project goals Itemized program summary Preliminary LEED checklist Building system narratives Conceptual cost estimate Preliminary project schedule Preliminary code summary 	<ul style="list-style-type: none"> Completion of the planned action steps 	5% complete- Project in planning stages
People	<ul style="list-style-type: none"> Build a welcoming campus 	Facilitate access to campus services	Develop campus design standards	<ul style="list-style-type: none"> Adopted standards by end of fiscal year 	1. Set up standard review and adoption committee 2. Review standards for electrical, mechanical and plumbing designs	<ul style="list-style-type: none"> Progress on adoption of standards 	5% complete- Project in planning stages

					3. Review standards for painting, elevator and other designs 4. Adopt sections		
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Facilities and Utilities

BSC Perspective	Sac State SP or D2010 Link	ABA Strategy Map Goal (Department goal will help advance this division goal)	Department Goal (Desired result)	Targets (Specific desired qualitative/quantitative outcomes)	Action Plan (Planned step-by-step approach)	Measures (How you will gauge success)	Progress (quarterly)
Customers	<ul style="list-style-type: none"> Create a dynamic physical environment 	Develop a distinctive physical environment	Continue with the controls replacement and metering projects	<ul style="list-style-type: none"> Increased efficiency in controlling utilities campus wide Improved tracking of utility consumption 	<ol style="list-style-type: none"> Secure funding Select design team Complete design Select contractor Implement construction 	<ul style="list-style-type: none"> Number of working meters installed 	<p>25% complete- Metering project cost presentation report is 100% complete; waiting for meeting with Steve Garcia and Ron Richardson to discuss how the information should be presented to UBAC.</p> <p>15% complete- Controls replacement project report is about 75% complete; the draft feasibility study report has been reviewed. Major modifications /updates are being performed by the consultant. The consultant has committed to provide final draft (incorporating our comments) by October 31, 2008.</p>
Processes	<ul style="list-style-type: none"> Build a welcoming campus 	Facilitate access to campus services	Continue with the FacilityMax implementation and have system fully functional for all identified processes	<ul style="list-style-type: none"> Complete conversion from FAMIS to FacilityMax 	<ol style="list-style-type: none"> Implement the following processes: <ol style="list-style-type: none"> Customer requests Work orders Contracted services Projects Purchase requisitions Preventive maintenance Space use requests Table/chair requests 	<ul style="list-style-type: none"> All processes working effectively 	<p>40% complete- Much of the data has been reformatted from the old system and entered into the new system; working on training plan for training the last week of October.</p>
Processes	<ul style="list-style-type: none"> Build a welcoming campus 	Maintain a safe campus	Facilitate the promotion of a safety culture in Facilities Services	<ul style="list-style-type: none"> Survey of staff on perception of safety program Approval of safety practices from Risk Management 	<ol style="list-style-type: none"> Support the Plant Safety Committee and its decisions Hold the committee accountable Provide the committee the resources needed 	<ul style="list-style-type: none"> Staff meetings to promote safety Reduction in accidents and near misses 	<p>10% complete- Plant Safety Committee is developing the draft plan for presentation to Facilities Directors and AVP for approval.</p>
Processes	<ul style="list-style-type: none"> Build a welcoming campus 	Facilitate access to campus services	Facilitate the completion of the HVAC improvements and commissioning of the AIRC building	<ul style="list-style-type: none"> Building performance improvement 	<ol style="list-style-type: none"> Follow the Minor Cap project schedule 	<ul style="list-style-type: none"> Completion of the AIRC HVAC project 	<p>25% complete- First phase of mechanical system corrections to the 4th floor are complete.</p>

Facilities Administration

BSC Perspective	Sac State SP or D2010 Link	ABA Strategy Map Goal (Department goal will help advance this division goal)	Department Goal (Desired result)	Targets (Specific desired qualitative/quantitative outcomes)	Action Plan (Planned step-by-step approach)	Measures (How you will gauge success)	Progress (quarterly)
Customers	<ul style="list-style-type: none"> Develop community support 	Maintain the highest standards in financial and operation systems management	Streamline the chargeback process	<ul style="list-style-type: none"> Reduction of customer complaints Reduction of manual expenditure transfers processed 	<ol style="list-style-type: none"> Map out current process Identify problems and concerns Draw out improved process Process tweaking with managers Process testing 	<ul style="list-style-type: none"> Number of customer complaints Number of expenditure transfers 	25% complete- IRT has offered to add two fields to the CCR format for additional transaction descriptions.
People	<ul style="list-style-type: none"> Develop community support 	Support an engaged workforce	Organize and schedule the annual employee recognition and morale boosting events	<ul style="list-style-type: none"> Increase of employee morale 	<ol style="list-style-type: none"> Survey employees on desired events Select a few with event planning committee Organize and schedule new and traditional events Promote event 	<ul style="list-style-type: none"> # of attendees to gauge interest in events Post-event survey of attendees 	25% complete- A schedule of events has been completed. Organization of the events has begun.
Stewardship & Image	<ul style="list-style-type: none"> Develop community support 	Promote responsible stewardship	Complete the Facilities Performance Index survey in conjunction with the Chancellor's Office	<ul style="list-style-type: none"> Completion of the survey and submission to CO on time 	<ol style="list-style-type: none"> Attend FPI Index survey training Survey completion Survey tweaking with managers Survey submission to CO 	<ul style="list-style-type: none"> Survey progress in comparison to CO timelines 	25% complete- Training for the APPA survey was held at the Chancellor's Office on September 22 and 23. The survey will be completed before the end of the 3 rd quarter.
Stewardship & Image	<ul style="list-style-type: none"> Develop community support 	Promote responsible stewardship	Complete the Facilities Services website	<ul style="list-style-type: none"> Publication of revamped website Include several interactive features 	<ol style="list-style-type: none"> Compile existing web page drafts Complete unit websites Review with unit managers Publish site online 	<ul style="list-style-type: none"> Reduced calls to department Gauge visitor reaction to website changes 	75% complete- IRT has completed work on the new more accessible web template for campus designers. Facilities services will be one of the first departments to use the template.

FINANCIAL SERVICES FAMILY

Associate Vice President's Office

BSC Perspective	Sac State SP or D2010 Link	ABA Strategy Map Goal (Department goal will help advance this division goal)	Department Goal (Desired result)	Targets (Specific desired qualitative/quantitative outcomes)	Action Plan (Planned step-by-step approach)	Measures (How you will gauge success)	Progress (quarterly)
Customers	Develop Community Support	Stewardship & Image	Ensure that Family websites are continuously current to reflect policy, procedure and organizational changes.	<ul style="list-style-type: none"> BPRT agenda and handouts are posted to website day of BPRT meeting 	<ul style="list-style-type: none"> Gain update access to Family websites Assign responsibilities for posting BPRT handouts 	<ul style="list-style-type: none"> BPRT handouts and agendas are posted on the web the day of each meeting. 	50% Completed- Ensure that Family websites are continuously current to reflect policy, procedure and organizational changes.
People	Develop Community Support	Stewardship & Image	Expand Family budget responsibilities to assign tracking/ reporting to AVP Business Associate.	<ul style="list-style-type: none"> AVP Business Associate provides AVP with monthly or quarterly budget status reports 	<ul style="list-style-type: none"> AVP Business Associate takes CMS training on data access AVP and Business Associate review Family budget status monthly. 	<ul style="list-style-type: none"> AVP Business Associate initiates budget transfers Carry forward budget balance for 09/10 is less than \$500 for each department 	10% Completed- Expand Family budget responsibilities to assign tracking/ reporting to AVP Business Associate.

Accounting Services

BSC Perspective	Sac State SP or D2010 Link	ABA Strategy Map Goal (Department goal will help advance this division goal)	Department Goal (Desired result)	Targets (Specific desired qualitative/quantitative outcomes)	Action Plan (Planned step-by-step approach)	Measures (How you will gauge success)	Progress (quarterly)
Processes, Stewardship & Image	Evidence-based decision making / purposeful planning	Maintain Highest standards in financial & operating systems management, promote responsible stewardship	Successfully upgrade to Finance 9.0 system.	Critical Path / Milestones per Project Plan Campus Training approx Feb – Apr '09 Go Live March 2009	Complete steps per the Finance 9.0 Project Plan. This includes developing sustainable finance training.	Meeting plan milestones along the way and then successfully upgrading in March 2009 with minimal downtime.	25% Completed- Successfully upgrade to Finance 9.0 system
Processes, Stewardship & Image	Evidence-based decision making / purposeful planning	Maintain Highest standards in financial & operating systems management, promote responsible stewardship	Improve Financials reporting through implementation of the Cognos' data warehouse and the system-wide Reporting Solutions tables	Go Live March 2009 with Finance 9.0 upgrade	Work with Joe Santinello in IRT and campus focus group to obtain training, validate data and design campus reports (standard and ad hoc).	New reports meet campus needs. Functional user / BPRT member feedback and customer survey.	10% Completed- Improve Financials reporting through implementation of the Cognos' data warehouse and the system-wide Reporting Solutions tables.
Customers, Processes	Evidence-based decision making / purposeful planning	Maintain Highest standards in financial & operating systems management, promote responsible stewardship, build trust between ABA and our constituents	Cross train employees to provide an unbroken stream of service and to meet all federal, state, CSU and Sac State mandated deadlines	All major tasks have at least 2 back-ups by June 2009	<ul style="list-style-type: none"> Identify training topics Begin monthly training/review sessions Continue one-on-one individual task training sessions Primary back-up must perform task enough times during year to maintain currency 	# of tasks cross-trained by year end Reduction in significant audit findings Able to meet deadlines on major tasks	25% Completed- Cross train employees to provide an unbroken stream of service and to meet all federal, state, CSU and Sac State mandated deadlines.
Customers, Processes	Evidence-based decision making / purposeful planning	Maintain Highest standards in financial & operating systems management, promote responsible stewardship, build trust between ABA and our constituents	Assist other areas with their projects/goals: Cognos Budget Module Collections Module Refunds to Credit Cards Travel & Expense Module Asset Management Enhancements Parking Automated Chargebacks Daily Parking Permit Credit Card Payments	Varies – see their goals – all by June 2009	Assist with <ul style="list-style-type: none"> Design Processes Testing Validation 	Positive Feedback from other Departments Minimal errors for amounts posted to the General Ledger	28% Completed

Accounts Payable

BSC Perspective	Sac State SP or D2010 Link	ABA Strategy Map Goal (Department goal will help advance this division goal)	Department Goal (Desired result)	Targets (Specific desired qualitative/quantitative outcomes)	Action Plan (Planned step-by-step approach)	Measures (How you will gauge success)	Progress (quarterly)
Processes, Stewardship & Image	Evidence-based decision making / purposeful planning	Maintain Highest standards in financial & operating systems management, promote responsible stewardship	Completely clean the vendor file to eliminate duplicate vendors, unused vendors, or one-time vendors on the active vendor file.	Feb 2009	Query vendor files from the Finance system, divide output to AP Technicians by vendor letter assignment and they will give updates/corrections/deletions to Procurement for entry.	Full success is when all changes are made from a 100% review of the vendor file. We should complete this vendor archive project before we go live on Finance 9.0 in	10% Completed

						March 2009.	
Processes, Stewardship & Image	Evidence-based decision making / purposeful planning	Maintain Highest standards in financial & operating systems management, promote responsible stewardship	Successfully upgrade to Finance 9.0 system.	Critical Path / Milestones per Project Plan Campus Training approx Feb – Apr '09 Go Live March 2009	Complete steps per the Finance 9.0 Project Plan.	Meeting plan milestones along the way and then successfully upgrading in March 2009 with minimal downtime.	25% Completed
Processes, Stewardship & Image	Evidence-based decision making / purposeful planning	Maintain Highest standards in financial & operating systems management, promote responsible stewardship	Implement new Travel & Expense Module within CMS 9.0 as a system-wide close follower. Continue to streamline CCE Travel processing.	June 2009	Follow CSU Policy and SOSS configuration, business process papers and guidelines as a system-wide close follower.	Meeting milestones along the way and then successfully converting to new module from Travel PO's and Open Item tracking.	20% Completed
Processes	Evidence-based decision making / purposeful planning	Promote responsible stewardship	Improve processes for Procard, Payment in Advance (PIA's), and Direct Pay Request (DPR) to be more streamlined, consistent and easier for all (users and back-off).	June 2009	Work closely with procurement to improve the processes for Procard, Payment in Advances (PIA's), and Direct Pay Request (DPR).	BPRT feedback and customer surveys.	5% Completed

Procurement & Contract Services

BSC Perspective	Sac State SP or D2010 Link	ABA Strategy Map Goal (Department goal will help advance this division goal)	Department Goal (Desired result)	Targets (Specific desired qualitative/quantitative outcomes)	Action Plan (Planned step-by-step approach)	Measures (How you will gauge success)	Progress (quarterly)
Processes, and Stewardship & Image.	Develop Community Support	Maintain highest standards in financial and operational systems management, <i>and</i> promote responsible stewardship.	Develop Accessible Technology Initiative (ATI) procurement process and training program for the purchase of IT equipment and software.	<ul style="list-style-type: none"> ATI training materials completed by 9/31/08 Complete campus training by 12/31/08 	<ul style="list-style-type: none"> Participate in teleconference meetings with the Chancellor's Office. Review training materials provided by the CSU and augment as needed. Participate in Train the Trainer program. Announce training schedule to the campus and get everyone signed up. Conduct training. Provide feedback to users on submitted ATI packages they submit to refine their knowledge/skill. 	<ul style="list-style-type: none"> % of users who get their ATI package approved (i.e., meet ATI standards) on first try. Track the delay from receiving the requisition to getting the approved ATI package from the campus ATI Compliance Officer. Maintain log of troubleshooting calls and e-mail messages received by Procurement on problems with completing the ATI package. 	10% Completed- The ATI (Accessible Technology Initiative) procurement web based training modules have not been fully developed. The Chancellor's Office and the ATI campus representatives are currently working on the training module.
Processes, and Stewardship &	Develop Community	Maintain highest standards in financial and operational	Strengthen the process for eliminating Procurement	<ul style="list-style-type: none"> Revise the sections in the Procurement Card Manual 	<ul style="list-style-type: none"> Meet with the Procurement Card Coordinator and discuss revisions to 	<ul style="list-style-type: none"> Amount of correspondence with 	30% Completed- The revision of the Procurement Card Manual for

Image.	Support	systems management, <i>and</i> promote responsible stewardship.	Card User's misuse of the ProCard to assure their accountability and reinforce the guidelines and procedures as indicated in the Procurement Card Manual.	concerning Misuse of the P-Card by 10/31/08 <ul style="list-style-type: none"> Complete campus training by 12/31/08 	the manual. <ul style="list-style-type: none"> Prepare draft of the revisions Meet with AVP, Financial Services and Campus Auditor to discuss revisions Update the P-Card Manual. Announce training to P-Card Users and get everyone signed up. Conduct training. Develop a tracking system of cardholders misuse of the card. 	end users concerning misuse of the P-Card and number of cards restricted (monthly) <ul style="list-style-type: none"> Compare monthly reports to determine decreases in the misuse of the P-Card % of users who misuse the card and the card has been restricted. 	eliminating fraud and misuse of the Card is still a work in progress.
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Shipping & Receiving

BSC Perspective	Sac State SP or D2010 Link	ABA Strategy Map Goal (Department goal will help advance this division goal)	Department Goal (Desired result)	Targets (Specific desired qualitative/quantitative outcomes)	Action Plan (Planned step-by-step approach)	Measures (How you will gauge success)	Progress (quarterly)
Process	Develop Community Support	Maintain highest standards in financial and operational system management.	Purchase and implement a bar code/scanner package tracking system for scanning receipt of packages and obtaining electronic signatures from users.	<ul style="list-style-type: none"> Receipt and set-up of system by 11/31/08 Implement and train Receiving Staff by 12/31/08 	<ul style="list-style-type: none"> Vendor to set-up and configure scanning system. Review the various features of the system with vendor. Test the system Prepare training materials Train the Receiving staff 	<ul style="list-style-type: none"> % of time saved in utilizing system vs manual processes. % for milestones for having a complete operational system. 	20% Completed- Implementation of a bar code/scanner package tracking system for scanning receipts of packages is being reviewed and a request for purchase should be coming shortly.
Process	Develop Community Support	Maintain highest standards in financial and operational system management	Streamline processes for recording assets, taking inventory and surveying/disposing of unwanted property.	<ul style="list-style-type: none"> Bring asset list current by 3/1/09 Dispose of unwanted property by 6/1/09 Put inventory barcodes on tracked property by 5/31/09 	<ul style="list-style-type: none"> Complete new policy/procedures by 10/1/08 Make asset and inventory process changes by 3/1/09 	<ul style="list-style-type: none"> Policy approved by President Unwanted property is no longer on campus Inventory barcodes are on all tracked property. 	15% Completed- Streamline processes for recording assets, taking inventory and surveying/disposing of unwanted property is an ongoing process which shows progress.

Student Financial Services

BSC Perspective	Sac State SP or D2010 Link	ABA Strategy Map Goal (Department goal will help advance this division goal)	Department Goal (Desired result)	Targets (Specific desired qualitative/quantitative outcomes)	Action Plan (Planned step-by-step approach)	Measures (How you will gauge success)	Progress (quarterly)
Process	Build a Welcoming Campus; and Stewardship & Image	Become a service-focused organization; and Maintain highest standards in financial and operation systems management	Implement a process to refund to payer's credit cards.	<ul style="list-style-type: none"> Timeline and commitments are set by (date) Begin posting refunds to payer credit cards by (date) 	<ul style="list-style-type: none"> Secure support from Accounting Services and Business Information Services Implement refund process, including training staff to support the program 	<ul style="list-style-type: none"> Go live with refund program by target date credit card refunds as a % of total refunds (number and value of refunds) 	0% Completed
Process	Stewardship & Image	Maintain highest standards in financial and operation systems management	Complete the Payment Card Industry (PCI) tracking and audit	<ul style="list-style-type: none"> Complete draft policy by (date) Begin scheduling training for departments by (date) 	<ul style="list-style-type: none"> Create a University policy for securing and auditing all campus departments 	<ul style="list-style-type: none"> President approves policy % of affected 	25% Completed

			processes.	<ul style="list-style-type: none"> Begin using tracking process by (date) 	<ul style="list-style-type: none"> Identify and communicate PCI program to affected departments Implement a tracking system to ensure compliance with PCI standards 	<p>departments complete training</p> <ul style="list-style-type: none"> % of affected departments being actively tracked 	
Process	Stewardship & Image	Maintain highest standards in financial and operation systems management	Implement a comprehensive collection and collection tracking process.	<ul style="list-style-type: none"> Complete process plan by (date) Go live with CMS Student Finance Collections module by (date) 	<ul style="list-style-type: none"> Standardize, schedule and implement an Accounts Receivable reporting process (student and non-student). Implement the collections module of CMS Student Finance 	<ul style="list-style-type: none"> # months delivering AR reports to AVP within schedule. % of Collections staff using Collections module to manage collections process 	15% Completed
Process	Stewardship & Image	Maintain highest standards in financial and operation systems management; and Promote ABA's contributions towards achieving University goals	Implement a process to collect parking citation fines from faculty and staff.	<ul style="list-style-type: none"> Complete process design/approval by (date) Begin using approved process by (date) 	<ul style="list-style-type: none"> Work with UTAPS to develop a collections process for parking citation fines Utilize process to collect parking citation fines from faculty and staff. 	<ul style="list-style-type: none"> Written process is approved by SFSC and UTAPS Process results in significantly reduced volume and value of outstanding fines for faculty and staff 	75% Completed

University Budget Office

Perspective	Sac State SP or D2010 Link	ABA Strategy Map Goal (Department goal will help advance this division goal)	Department Goal (Desired result)	Targets (Specific desired qualitative/quantitative outcomes)	Action Plan (Planned step-by-step approach)	Measures (How you will gauge success)	Progress (quarterly)
Customers	Create a Dynamic Physical Environment; and Develop Community Support	Develop a distinctive physical environment; and Promote ABA's contributions towards achieving University goals	Obtain CSU Board of Trustee financing approval for the Recreation and Wellness Center.	<ul style="list-style-type: none"> BOT approval by 10/08 	<ul style="list-style-type: none"> Submit final financial plan to Chancellor's Office by 8/15/08 Wait for BOT to act 	<ul style="list-style-type: none"> Funds from financing are deposited in construction account by 10/31/08 	100% Completed- Obtained CSU Board of Trustees financing approval for the Recreation and Wellness Center.
Customers	Develop Community Support	Promote ABA's contributions toward achieving University goals	Continue annual publication of the Report of Budget, Expenditures and Financial Information	<ul style="list-style-type: none"> Publish 2nd annual report by 3/09 	<ul style="list-style-type: none"> Review report format with UBAC for changes/augmentations Assign project responsibilities in Budget Office Work with Public Affairs on report format/cover 	<ul style="list-style-type: none"> Report is printed for distribution and published on the Budget website before 3/15/09 	10% Completed- Continue annual publication of the Annual Report of Budget, Expenditures, and Financial Information.
Stewardship & Image; and Process	Develop Community Support	Maintain highest standards in financial and operational systems management; and build trust between ABA and out constituents	Integrate the campus budget information into one database. Use the database for campus budget development, management and reporting.	<ul style="list-style-type: none"> BP&A uses Cognos Module for 09/10 campus budget development process 	<ul style="list-style-type: none"> Work with IR&T on project plan Assign staff lead and participants responsibilities Work w/Division Admin Analysts to develop function and reports 	<ul style="list-style-type: none"> Budget documents provided to President, Cabinet, VP's and UBAC are produced from Cognos Budget Module 	5% Completed- Integrate the campus budget information into one database. Use the database for campus budget development, management, and reporting
Stewardship & Image	Develop Community	Maintain highest standards of financial and operational	Upgrade functionality of financial system by	<ul style="list-style-type: none"> Go live on CMS Finance 9.0 by 4/09 	<ul style="list-style-type: none"> Follow established Finance 9.0 upgrade plan 	<ul style="list-style-type: none"> End-user satisfaction with Finance 9.0 	25% Completed- Upgrade functionality of financial system

	Support	systems management	migrating to CMS Finance 9.			enhancements	by migrating to CMS Finance 9.0
PUBLIC SAFETY FAMILY							
BSC Perspective	Sac State SP or D2010 Link	ABA Strategy Map Goal (Department goal will help advance this division goal)	Department Goal (Desired result)	Targets (Specific desired qualitative/quantitative outcomes)	Action Plan (Planned step-by-step approach)	Measures (How you will gauge success)	Progress (quarterly)
Customers	<ul style="list-style-type: none"> Build a Welcoming Campus 	Build Trust between ABA and our constituents	Become Ambassadors of the campus, providing first-rate customer service.	<ul style="list-style-type: none"> Implement a Customer satisfaction training program for all employees 	<ul style="list-style-type: none"> Provide additional training for all employees in customer service / satisfaction and problem-solving 	<ul style="list-style-type: none"> #Personnel Trained Perception of Quality Service by Customers 	50% Completed- Provide additional training for all employees in customer service / satisfaction and problem-solving.
Processes	<ul style="list-style-type: none"> Build a Welcoming Campus 	Maintain a Safe Campus	Create a Safe Campus Environment	<ul style="list-style-type: none"> Ensure a safe environment conducive to living, learning and intellectual pursuit 	<ul style="list-style-type: none"> Develop and implement plan to streamline and accelerate recruitment process (reduce vacancies, increase responsiveness) Develop and train appropriate campus personnel on disaster preparedness, new mandated requirements and emerging trends. 	<ul style="list-style-type: none"> Development of As-Is Map for Recruitment Process Development of To-Be Map for Recruitment Process #Personnel Trained #New Training Programs developed 	<p>30% Completed- Develop and implement plan to streamline and accelerate recruitment process (reduce vacancies, increase responsiveness)</p> <p>50% Completed- Develop and train appropriate campus personnel on disaster preparedness, new mandated requirements and emerging trends.</p>
Processes	<ul style="list-style-type: none"> Welcoming Campus 	Build Trust Between ABA and Constituencies	Increase Visibility and Rapport with Campus Community	<ul style="list-style-type: none"> Establish a baseline of time on Bike, time on Foot patrol and Time in Motor Unit Increase Bike Patrol Officer Presence 	<ul style="list-style-type: none"> Develop procedure to capture time on Bike, Time on Foot Patrol and Time in Motor Unit Schedule to ensure 75% of officers are bike patrol certified 	<ul style="list-style-type: none"> % Officers Bike Patrol Certified Procedures established to capture time on Foot Patrol, Bike Patrol and Motor Unit 	<p>30% Completed- Develop procedure to capture time on Bike, Time on Foot Patrol and Time in Motor Unit.</p> <p>50% Completed- Schedule to ensure 75% of officers are bike patrol certified.</p>
People	<ul style="list-style-type: none"> Build a Welcoming Campus 	Support an Engaged Workforce	Build a team of Engaged and Empowered Change Agents	<ul style="list-style-type: none"> Improve Business and Operational Processes within the department 	<ul style="list-style-type: none"> Improve Process mapping skillsets among department personnel (train) Empower Teams to improve Business processes (form tiger teams) Map “as-is” processes Identify Gaps in Processes or Guidance Develop Resolutions (to be maps or improved guidance as appropriate) Implement New Processes 	<ul style="list-style-type: none"> #personnel trained #processes mapped Measure Perception of Engagement 	5% Completed
People	<ul style="list-style-type: none"> Build a Welcoming Campus 	Support an Engaged Workforce	Provide Unit 7 & 8 Employees with a Skills Development Program	<ul style="list-style-type: none"> Develop a Unit 7 and 8 Skills Development Program (desired skills at various career points) 	<ul style="list-style-type: none"> Identify Skills and Competencies required for Unit 7 & 8 positions and levels 	<ul style="list-style-type: none"> Skills Development Program in Hand Training Plan in Hand 	5% Completed

				<ul style="list-style-type: none"> Develop a Unit 7 and 8 Training Program 	<ul style="list-style-type: none"> Construct a matrix of skills / levels and annual expectations for Unit 7 and 8 positions Develop a development matrix Develop a training plan linked to the development matrix 		
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RISK MANAGEMENT SERVICES FAMILY

BSC Perspective	Sac State SP or D2010 Link	ABA Strategy Map Goal (Department goal will help advance this division goal)	Department Goal (Desired result)	Targets (Specific desired qualitative/quantitative outcomes)	Action Plan (Planned step-by-step approach)	Measures (How you will gauge success)	Progress (quarterly)
Process	Build a welcoming Campus	Facilitate access to services	Upgrade LearnerWeb. Install and configure new enterprise version of LW on campus server.	Make the campus easy to navigate, technologically and physically.	<ol style="list-style-type: none"> Install Enterprise on Sac State server. Migrate data from old system to new Troubleshoot problems Reconfigure Switch over 	<ol style="list-style-type: none"> Installed an operational system. All existing LMS data, WBT, etc. migrated to new system successfully. 	60% Completed- Evaluation and troubleshooting new Enterprise learning management system
Process	Build a welcoming Campus	Facilitate access to services	Implement Audit Tracker II. Complete programming of ATII and implement use.	Make the campus easy to navigate, technologically and physically.	<ol style="list-style-type: none"> Design database schema Program database Install and test Migrate data Implement 	<ol style="list-style-type: none"> Set up audit schedules. Assign auditors to business units. Identify department contacts. 	
Process	Build a Welcoming Campus	Facilitate access to services	Astra Schedule, CMS, CSLink, Crystal Software: Develop and implement the remaining reports and programs from the master project list.	Make the campus easy to navigate, technologically and physically.	<ol style="list-style-type: none"> Identify and design necessary reports Program reports Implement report usage 	<ol style="list-style-type: none"> Finish remaining reports from list. Establish remaining programs and planned Astra Schedule modules. 	25% Completed- Report Development: Completed the new end of year event billing reports (6 reports). Completed the comparison report to determine out of sync records between Astra and CMS. Drafted final edits for the ASTR0087- SM7B2 report. - Developed the Astra Optimizer project plan and task list for implementation
Process	Build A Welcoming Campus	Facilitate access to services	Astra Schedule, CMS, CSLink, Crystal Software: Complete documentation for new business processes and new scheduling system.	Make the campus easy to navigate technologically and physically.	<ol style="list-style-type: none"> Outline documentation Write document Post electronically Notify users of availability 	<ol style="list-style-type: none"> Complete documentation for internal staff. Update training materials for department schedulers. 	25% Completed- Developed the strategies, steps, business processes, and documentation to begin implementation of the Optimizer centralized scheduling in production for schedule building for 2009 2010 according to the calendar deadlines. - Developed and completed

							schedule building instructions for winter 2009, summer 2009, and fall 2009 and spring 2010 for facilities scheduling for the college and department schedulers for the Schedule of Classes including changes for Astra Optimizer implementation.
Process	Build a welcoming Campus	Facilitate access to services	Business Continuity Planning. 50% of plans completed. 100% of plans started.	Make the campus easy to navigate, technologically and physically.	<ol style="list-style-type: none"> 1. Develop a comprehensive implementation Plan 2. Assist users in developing Plans 3. Assist with scheduling of testing Plans 4. Provide monthly report on Plan progress to administration 	<ol style="list-style-type: none"> a. By January 30, 2009, the following University divisions will have completed their BCP's: ABA and Student Affairs. b. By June 30, 2009, the following University divisions will have been trained in BCP preparation and will be in the process of completing their plans: Human Resources, IRT, Library, and Academic Affairs. 	90% Completed: Developed new IIPP on-line training course - The following departments have completed their business continuity plans: Budget, FS Customer Service, FS Engineering Services, FS Integrated Waste Mgmt, FS Utilities, SHC Psychological Counseling
Stewardship and Image	Build a welcoming Campus	Promote contributions toward achieving University goals	Risk Management Risk Management and Loss Control Policies: Modify the current risk management policy for the University, and develop a loss control policy that reflects our current self insured retentions.	Make the campus easy to navigate, technologically and physically.	<ol style="list-style-type: none"> 1. Gather existing policies 2. Review EO 3. Identify content to be include in Policy 4. Write & post policy on web 	Modify the RM policy by 12-31-08. Develop a loss control policy and implement by 6-30-09.	<p>Participated in a system wide learning management system task force to advice ehs directors and the Chancellors office on the specifications of a comprehensive learning management system.</p> <p>Introduced and taught CSU Chico how to use the "Audit Tracker" program to schedule and track safety audits.</p> <p>Advised CSU Fullerton on the operational needs of their new</p>

VICE PRESIDENT FOR ADMINISTRATION FAMILY

Administrative Operations

BSC Perspective	Sac State SP or D2010 Link	ABA Strategy Map Goal (Department goal will help advance this division goal)	Department Goal (Desired result)	Targets (Specific desired qualitative/quantitative outcomes)	Action Plan (Planned step-by-step approach)	Measures (How you will gauge success)	Progress (quarterly)
Customer							
Process							<p>25% Completed</p> <ul style="list-style-type: none"> • Met frequently with Christina Romero the month of July 2008 regarding writing of Records Management web site material. • Met with University Web Master, Andy, regarding Records Management web site, July 28, 2008. • Met with University Web Master Staff and Sarah regarding ABA and Records Management web site, August 29, 2008. • Met with Edmundo Aguilar, Legal Counsel, regarding Records Management web site material to identify gaps in the material, September 16, 2008.
Process							
Stewardship & Image							<p>30% Completed</p> <p>Campus Event: Facilitated two sessions of Parent to Parent Freshman Orientation, July 23 & 28, 2008.</p> <ul style="list-style-type: none"> • System-wide: Participated via teleconference in three CSU Facilities

							<p>Management Conference Steering Committee meetings, July 23, August 27, and September 24, 2008 in readiness for the Oct. 21-25, 2008 conference in Los Angeles, CA.</p> <ul style="list-style-type: none"> • Professional Development: Attended WACUBO's Executive Leadership Management Institute, August 1-8, 2008. • Campus Event: Attended Jeanette Norton's Farewell Reception, Sept. 3, 2008. • Community Event: Attended Folsom Lake College Performing Arts Center Groundbreaking Ceremony as part of Vice President's external relations program, September 18, 2008. • Campus Event: Attended Suzanne Green's farewell reception, September 23, 2008. <p>Community Event: Attended the U.S. Hispanic Chamber of Commerce Annual Conference & Award Dinner as the University representative, September 27, 2008.</p>
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Auditing Services							
BSC Perspective	Sac State SP or D2010 Link	ABA Strategy Map Goal (Department goal will help)	Department Goal (Desired result)	Targets (Specific desired qualitative/quantitative)	Action Plan (Planned step-by-step approach)	Measures (How you will gauge)	Progress (quarterly)

		advance this division goal)		outcomes)		success)	
Stewardship & Image	<ul style="list-style-type: none"> Welcoming Campus 	Maintain highest standards in financial & operational systems management	Conduct meetings with Vice Presidents and Deans at least annually, to discuss audit's role and their needs	<ul style="list-style-type: none"> Meetings with 100% of campus vice presidents and deans 	6. Identify vice presidents and deans 7. Develop meeting agenda for 45-60 minute meeting 8. Schedule meeting 9. Conduct meeting 10. Document meeting 11. Analyze results of meeting: should training be provided, should review of internal controls be provided, is there an audit topic that should be included on audit schedule 12. Conduct follow-up, as necessary	<ul style="list-style-type: none"> Number of Meetings Completed 	7% Completed- Meeting with Joy Stewart-James, Director of Student Health Center.

May 2008

	Name	Title	Date of Meeting	Completed	% Completion
1	Carole Hayashino	VP University Advancement			0%
2	Joe Sheley	VP Academic Affairs/Provost			
3	Lori Varlotta	VP Student Affairs			
4	David Wagner	VP Human Resources			
5	Larry Gilbert	VP / Chief Information Officer			
6	Jill Trainer	Dean, Natural Sciences & Math			
7	Marilyn Hopkins	Dean, Health & Human Services			
8	Emir Jose Macari	Dean, Engineering & Computer Sciences			
9	Jeffrey Mason	Dean, Arts & Letters			
10	Otis Scott	Dean, Social Sciences & Interdisciplinary Studies			
11	Vanessa Sheared	Dean, Education			
12	Sanjay Varshney	Dean, Business Administration			
13	Alice Tom	Dean, Continuing Education			
14	Tabzeera Dosu	Director/ Dean, Library			