Report of Accomplishments

2010 - 2011
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Over the past six years, Sacramento State has experienced a major transformation. This year marked Destination 2010’s grand finale, a celebration of achievements linked to the University’s major strategic initiatives. Administration & Business Affairs (ABA) played a key role in its support, with oversight of an ambitious capital expansion and renewal program, and much more. Division services were tailored to reflect the culture of today’s students and create a welcoming environment. At the same time, with primary responsibility for stewardship of the University’s financial and physical assets, ABA undertook the refinement of processes to promote compliance and support operational and financial integrity and transparency.

Over the six-year period, more than $250 million was invested in campus capital improvement at Sac State. In September 2010, one of the largest and most impressive construction projects, The WELL, was completed, opening to resounding applause. The facility, which integrates a state-of-the-art recreation center with the student health center, is one of two recently constructed facilities to achieve LEED Gold status.

ABA’s financial departments completed the conversion of the University’s chart of accounts to the Common Financial System (CFS), a major undertaking that involved collaboration with sister campuses, the Chancellor’s Office, Sac State’s Information Resources & Technology division (IRT), and University business partners. The new system significantly improves the integrity of California State University (CSU) financial reporting through the provision of consistent data from all 23 campuses.

Throughout the year, ABA provided critical analysis and support for budget planning, as attention was focused on maintaining essential services in support of our mission, all within the context of a continually evolving economic situation. And, a project to enhance campus safety through environmental design strategies was initiated with the studied placement of new eco-friendly lighting and dedicated Public Safety service centers.

While the ambitious pace that marked recent years appeared to slow in 2010/11, ABA continued to implement improvements on many fronts. Underlying all activities was the drive to strengthen organizational capacity, boosting ABA’s ability to support the campus through staff development and finely tuned operational systems.

This report is a summary of the year’s highlights. ABA’s accomplishments can be credited to our dedicated and competent staff. It is a tribute to their professionalism that the division has maintained a focus on the University’s fundamental values, despite financial difficulties. Because of this, ABA continues to make a difference for students, faculty, staff and others in our campus community. I hope you will enjoy reading about our achievements, and join me in celebrating ABA’s staff professionals for their contributions to the division and the University over the past year.

Ming Tung “Mike” Lee,
Vice President/CFO
Administration & Business Affairs (ABA) is Sacramento State’s largest administrative division, serving the University and its communities through the provision of business, financial, safety, facilities, technical and logistical services. ABA's responsibility for facilities and grounds includes oversight for development and implementation of the campus master plan, through the University’s capital planning, design and construction program. Underlying ABA operations is a strong commitment to service, stewardship and operational excellence.
During the year, national recruitments were conducted to fill critical positions vacated by the retirement of two longtime ABA senior administrators. In June 2011, Mario Ruiz, interim associate vice president for Facilities Services, retired after serving the University for close to 25 years in a variety of administrative positions.

Ali Izadian assumed the position in July, bringing with him a noteworthy record of achievements, extensive experience in complex organizational administration and advanced educational training. He served ten years as director of facilities planning and construction at California State University, Los Angeles, and more recently was the director of construction at Loyola Marymount University. Izadian holds a Ph.D. in Political Science from Claremont Graduate University, and an M.S. in Public Administration and a B.S. in Civil Engineering from the University of Colorado. Since 2008, he has been a faculty member at CSU Northridge, where he teaches graduate-level Public Administration and Research Methods.

The associate vice president is responsible for administration of the University’s Facilities Services department, with shops and units that collaborate on a daily basis to maintain a safe, clean and accessible campus for faculty, staff and students. Facilities Services also has oversight of capital planning and construction. Major functional units include: Administrative Services, Facility Operations, Planning Design & Construction, and Sustainability & Plant Operations.

University Police Chief Dan Davis retired November 1, 2011, after almost 30 years in law enforcement, eight of them at Sacramento State. Before his appointment to chief, Davis was the University’s lieutenant and second in command. Davis served as special assistant to the Vice President/CFO from late August until his retirement.

Kenneth Barnett was appointed to the position on an interim basis pending appointment of a permanent chief. He had previously served as chief for eight years until his retirement at the end of 2008, having advanced through the department’s ranks over a 30-year career.

Sacramento State’s chief of police is the University’s senior law enforcement officer, responsible for oversight of the Public Safety/Police Department, a fully sworn and POST-certified police agency. The chief administers a comprehensive law enforcement program that includes the prevention of crime and disorder; criminal investigation; traffic management and pedestrian safety; facility access, control and security; Live Scan and lost and found services; consultation and coverage for special projects and events; dignitary protection; and oversight of ancillary safety services, such as emergency and disaster preparedness, emergency communications, and fire control.
In 2010/11, ABA continued to frame its long-term planning processes using the Balanced Scorecard, an approach focused on factors that contribute to organizational excellence – People, Processes, Customers, and Stewardship & Image. Foundational goals that collectively represent ABA’s strategic vision are linked to each of the four factors. Assessments are conducted annually to gauge environmental conditions as they relate to the division’s strengths, weaknesses, opportunities and threats (SWOT). The results inform the development of annual priorities, goals and action plans, with a quarterly reporting process in place to track results. ABA’s governance structure is designed to routinely and effectively communicate and align goals and actions across the division.

**Strategic goals**

Looking forward, it was determined that the goals developed to support the University’s Destination 2010 initiative were still relevant for 2010/11.

- Develop employee leadership skills
- Support an engaged workforce
- Facilitate access to campus services
- Maintain a safe campus
- Build trust between ABA and constituents
- Promote responsible stewardship
- Become a service-focused organization
- Develop a distinctive physical environment
- Promote ABA’s contributions toward achieving University goals
- Maintain the highest standards in financial and operational systems management

**The Core Strategic Challenge**

With primary responsibility for stewardship of University financial and physical assets, and the safety of the campus community, ABA operates within a highly regulated environment. Sustaining service excellence and operational efficiency within regulatory boundaries generates a significant challenge for ABA, as compliance can easily erode flexibility, timeliness, and other markers of good service. ABA’s service providers have addressed these challenges through carefully considered communication strategies that focus on clear and timely messages and the design of processes to help students and others more easily navigate our services. Effective communication and respectful interactions, primary components of the division’s customer service strategy, are integrated into all daily activities. Meanwhile, regulatory requirements continue to grow, placing increasing demands on staff resources already impacted by recurrent budgetary reductions.

**Annual priorities**

ABA identifies priorities linked to long-term goals each year. This has been an invaluable tool for managing operations during changing economic conditions. ABA priorities for 2010/11 were:

- Tailor resources to ensure support for essential services
- Streamline and enhance methods to effectively communicate changes in operation and services levels
- Continue to focus on professional development for managers and staff
- Continue Destination 2010’s broad goals to foster excellence in academic and student programs, create a welcoming campus, build a dynamic physical environment, and develop community support
**THE YEAR’S HIGHLIGHTS**

**Adapting to current economic conditions**

ABA’s $13.5 million budget represents slightly more than 10 percent of the University’s divisional allocations for the General Operating Fund budget, and a broad range of services such as accounting, audit, budget, finance, police, facilities, risk management and logistical support services for the campus. In 2010/11, after years of repeated budget cuts, operating funds and staffing levels reached historic lows in the CSU system and, concomitantly, at the campus and in ABA.

Sacramento State began the fiscal year anticipating a deficit of over $25 million, which translated to a baseline reduction of nearly 12 percent for ABA. By October, once the state budget passed, the revenue picture had improved, and additional funds were distributed to University divisions, lowering ABA’s final budget reduction to 7.6 percent for the year.

With over 80 percent of ABA’s expenditures dedicated to salaries and benefits, options for budget reductions are limited. As a result, most position vacancies went unfilled, creating the need for streamlining, organizational restructuring, and training and professional development, to help maximize staff resources. Hours of service and operations were necessarily reduced, but with a strategic emphasis on lessening the impact on students and the campus community. Despite another challenging year, the division continued to improve services and operations most critical to the campus.

**Valuing our greatest resource**

A competent and committed staff is invaluable to any organization, even more so when salaries and benefits represent the bulk of division expenditures, as they do for ABA. People are the division’s greatest asset, and ABA works hard to cultivate a strong and engaged workforce, recognizing that an informed and professional staff is the foundation of operational and service excellence.

ABA values broad communication that incorporates a feedback loop to capitalize on staff expertise to advance its goals. ABA has built a multi-level structure to ensure the flow of information to all staff professionals, and to gather front-line insights that inform improvement efforts. Innovative ideas are introduced from external sources, through programs such as the ABA Speaker Series, launched this year, whereby community leaders are invited to the campus to share best practices. In addition, professional affiliations help staff stay abreast of changing business and industry standards.

ABA’s long-standing recognition programs demonstrate the high regard in which division staff professionals are held. Throughout this report, you will read about ABA staff professionals whose contributions were celebrated during the year. The expertise, ingenuity and commitment to service provided by these and all of the division’s staff professionals have helped ABA move forward through some of the most demanding economic conditions in campus history.
Embracing a culture of continuous improvement

Despite a taxing financial year, ABA’s emphasis on continuous improvement yielded positive change for the division and the campus. Processes were reviewed and streamlined, and services and systems were upgraded and enhanced using technology. In fact, technology upgrades vastly improved ABA’s ability to capture data for more timely and effective decision-making. In addition, organizational units and functions were integrated to save resources and improve service delivery.

The move of Photocopy Services from ABA’s Business & Administrative Services (BAS) department to the Information Resources & Technology (IRT) division was driven by anticipated efficiency gains through the centralized management of merging technologies. The move also opened opportunities in ABA to utilize Photocopy Services management resources in University Transportation & Parking Services (UTAPS). Other synergies were created within BAS through the integration of Reprographics and Mail Services. The reorganization created internal efficiencies as well as customer improvements, as the unit is now poised to help campus customers achieve cost savings from the design phase through printing and mailing.

Technologies were central to many improvements this year. Central Receiving launched a new Asset Management Bar Coding System to improve inventory management processes, completing inventories in three campus facilities - Shasta, Sequoia and Humboldt halls. The new system, which automates a previously manual process, is expected to improve both the speed and accuracy of the inventory process. Space Management continued implementation of a tracking and data storage program for faculty office assignments, and standardized the annual update process for an automated and streamlined reporting and allocation process. Additionally, UTAPS developed and implemented a new database to efficiently track, report and communicate special event parking arrangements. As community interest in campus venues grows, improvements such as these help the campus develop a more effective and professional event support structure. Facilities Services developed a Building Records Document website, providing access to campus building floor plans, original construction drawings, specifications, studies and soil reports. The online resource provides for instantaneous retrieval of information for repairs, emergency response and reports.

Budget Planning & Administration (BPA) and Financial Services devoted significant time to configuration review, testing, query validation, and migration and update of training guides in preparation for the upgrade of the Human Capital Management (HCM) - Human Resources and Student Administration system - from version 8.9 to 9.0. The upgrade will support continued human resources functionality, compliance with state and federal financial aid and other regulations, and extend vendor support beyond 2012. The new system also enhances accessibility for students with disabilities and delivers more readable and attractive transcripts.

On the alternative transportation front, a new car-sharing program through Zipcar was introduced to the campus by UTAPS. The program makes vehicles available 24 hours a day at a low hourly rate. With just less than half of residence hall students bringing cars to campus, Zipcar offers flexible transportation options. The new service enhances the University’s commitment to sustainability by offering alternative modes of travel not just to students but the entire campus community. As options such as this were offered, other services were reviewed in light of budget availability and utilization. For instance, the Hornet Express Shuttle reduced its hours of operation during periods of low ridership this year, as a way to realize savings without significant impact to riders.

To save time and meet short deadlines, Lead Budget Analyst Norman Kwong looked at a long-standing process and devised a new, more efficient way to distribute annual expenses in appropriate NACUBO program codes for the annual budget submission. Norman was recognized by staff colleagues with the Award for Excellence and by management for his positive and creative approach to work.

Brian Geimer, Reprographics Specialist, was named ABA’s Problem Solver of the year for creative solutions that meet the needs of clients. Brian was commended for effective assessment of problems and the proposal of workable solutions, especially where technology is involved. Brian has gone the extra mile to solve equipment issues to meet operational needs.
The year’s highlights

Shaping an environment that supports success

**SERVICE EXCELLENCE**

ABA departments and units do their best to support students, whether that means simplified business transactions, the provision of beautiful grounds and clean facilities, or friendly, efficient and convenient services. This year, ABA reached out more than ever to help students succeed, attending orientations, “move-in-day” activities, and other events, as a way to deliver services directly to students and provide information and support to help them navigate the complex University environment. Satellite operations in the University Union for OneCard services during orientation resulted in 85 percent of new students carded during the summer, easing their transition to college in the fall.

In November, the administration of OneCard was transferred from BAS to Financial Services and, in January, staff and operations moved to the Student Financial Services Center (SFSC), centralizing services to create a one-stop shopping experience for students. The integration of these units allows for better management, more effective back-up support and uninterrupted service delivery, and releases valuable facility space for other University programs.

**A SAFE CAMPUS**

Statistics show Sacramento State to be among the nation’s safest campuses. Together, ABA’s Public Safety, Risk Management Services and Facilities Services departments made significant progress to make it even safer this year.

Public Safety opened two new Police Service centers. Located in the University Union and the American River Courtyard residence hall complex, the centers not only enhance safety by increasing the police presence, but promote mutually beneficial relationships between officers and the campus community.

To address a recent jump in bicycle thefts, a project to augment and relocate bicycle storage and reinforce security was initiated, with a goal of reducing bike thefts to “zero.” Bicycle compounds are now closely monitored by safety personnel. During the year, the University selected a vendor to conduct a campus Safety and Security Study utilizing Crime Prevention Through Environmental Design, or CPTED, principles. The study will identify major pathways used by students, especially at night, for safety enhancements. Already over 100 environmentally friendly light fixtures and twelve “blue light” phones have been installed along the main pathways. Easily identifiable by the blue

Other departments and units, such as Financial Services and UTAPS, cross-trained staff to ensure back-up support and seamless services to customers at all times. Staff also benefited from the initiative, acquiring skills and knowledge to further their professional development.

**UTAPS expanded visitor parking options in August, with a lower cost permit for short-term visits. The $3 permit is an alternative to the full-day $6 parking permit. Similarly, permit machines are now retrofitted to accept credit cards, all as a way to improve community access to the campus.**

Reprographics continued assisting students in the preparation of print files, coordinating final class projects for 55 Design Program students. Students benefit from the convenience of on-campus services as well as the individual attention and consultation provided by shop personnel. This activity has also helped boost income for Reprographics, a self-support unit.

**A strong and consistent customer service perspective earned Accounting Technician Debbie Smith this year’s Customer Service Award. Debbie was lauded for her role in updating and enhancing the University Travel website; and for understanding customer needs, responding in a timely manner and effectively conveying regulatory requirements.**

Administrative Support Assistant Jayme Gutierrez received the annual Teamwork Award for her positive and collaborative workplace attitude. Her nominators recognized her proactive approach in assuming responsibility to ensure operational continuity during employee absences and training UTAPS colleagues.
The year’s highlights

post lights, a total of 148 campus phones now populate the campus, clearly visible for use in case of emergency. In addition, the Emergency Notification System (ENS) now features an audible alert system (Visiplex) for mass broadcast. The ENS employs multiple methods for notifying the campus community in the event of a life-threatening situation.

Over the year, Public Safety delivered Disaster Preparedness and Emergency Response Training (NIMS/SEMS/ICS) to a record 1,200 plus, and Active Shooter Training to over 200 University employees representing faculty, staff and students.

Risk Management Services (RMS) implemented Audit Tracker II, an electronic data base and automated closed-loop system for ensuring that hazards are identified and addressed. The data base will rank and track trip hazards, as one example, to help Facilities Services plan for repairs to improve the safety of campus walking and working surfaces. Already, close to 200 out of 300 reported trip hazards have been repaired.

MODERN, STATE-OF-THE-ART FACILITIES

Stadium Turf

In July 2010, Hornet Stadium’s 75,000 square feet of natural turf was replaced with artificial turf and an associated drainage system which will help the University realize a significant reduction in maintenance and water/irrigation costs. The savings will be re-distributed to maintain natural grass surfaces elsewhere throughout the campus landscape. The synthetic turf transforms the stadium into a year-round, all-weather facility. In previous years, use of the main field was limited by both inclement weather conditions and the need to allow the grass surface to fully recover in the off-season. Already, these enhancements have resulted in increased revenue and public attention for the campus, attracting organizations such as the UFL Mountain Lions to play on the stadium’s new field, and earning the 2010 American Sports Builders Association Distinguished Single Field Award.

The project was designed by architect Beals Alliance Inc. The construction manager was TriCorp Construction. Contractors and Demolition and Underground Utilities, A.E. Lueck Construction, led the project, with installation by Field Turf USA, Inc. Electrical and telecommunications improvements were done by Barnum & Celilo Electric, Inc., and irrigation by Environmental Landscape Solutions, at a total cost of $1.1 million.
The Del Norte Hall project, completed in August 2010, renovated the former Hornet Bookstore to expand and improve classroom and office space on campus. Included in the 54,000-square-foot facility are a 214-seat lecture hall, the largest on campus, as well as two major classrooms and a 45-seat SCALE-UP type collaborative classroom. SCALE-UP stands for Student Centric Active Learning Environment. The room contains five collaboration pods with movable tables and chairs, and smartboards with projectors, all designed to improve interactivity and student learning outcomes. Other aspects of the project include seven new classrooms and office space for the College of Continuing Education, lab and office space for the Archaeological Research Center, and third floor accommodations for Human Resources. Dreyfuss & Blackford Architects worked with Zcon Construction to complete the project, at a total cost of $3.6 million.

Supervisor Thurman Watson, Central Receiving/Property Management, received a Valued Staff Award for leading the successful receipt, delivery and inventory of over 1,000 pieces of equipment, furniture and medical devices for The WELL. Thurman’s dedication ensured that The WELL was furnished and operational for the successful September 2010 grand opening.

The WELL

The WELL, Sacramento State’s first recreation and wellness center, opened to resounding applause in September 2010. The award-winning facility set a new standard for CSU campuses, with over 150,000 square feet of collaborative health and wellness services under one roof.

Conceived as a convenient, integrated on-campus service center and social/recreational hub, The WELL hopes to revitalize the spirit of community on campus. It is significant as the University’s second facility to earn LEED (Leadership in Energy and Environmental Design) Gold certification, with 41 points in the following categories: water efficiency, energy and atmosphere, materials and resources, indoor environmental quality, innovation and process, and sustainable sites. In terms of overall environmental footprint, the building is projected to use 23 percent less energy and 43 percent less water than a typical new building.

The WELL’s construction used 25 percent recycled content materials, and diverted from the landfill 82 percent of the total waste generated. Seventy percent of the wood purchased for the project was certified as sustainably harvested. The facility is oriented in a north-south direction, so the main entrances containing glass are not exposed to direct sun, improving energy management. Features include a nutrition kitchen, basketball courts, a running track, a climbing wall, weight and fitness machines, and locker rooms. The cost of the building, funded partially by student fees, was $71 million. The architect was Hornberger + Worstell, with construction contracted by McCarthy Builders.
Ramona Demolition
Demolition began in July and was completed in October 2010 on the University’s 25-acre Ramona Avenue property south of campus, the former site of the California Youth Authority (CYA) detention facility. The area was cleaned of all hazards and waste to ensure a safe property for future development. The project included the abatement of hazardous materials and the demolition of 21 buildings, isolation of utilities, and removal of interior fencing, light poles and debris, and clearing of the site. The engineering firm of Winzler & Kelly completed the project with contractor W.C. Maloney at a cost of $1.1 million.

Smart Classrooms
During the year, sixteen classrooms were upgraded with smart technology features to better meet today’s student learning styles. Since 2009, the campus has undertaken the renovation of classrooms to meet Advance Smart standards, meaning they are fitted with an HD projector and smart podium with PC, laptop connection, Doc Cam, DVD/VCR, touch screen interface, and network control systems for remote management. During renovation, Facilities Services replaced lighting, whiteboards, acoustical treatment and paint. Carpeting, ceiling tile, light fixtures and window treatments were replaced, as needed. These renovations significantly improved both technology and facilities. This year’s upgrades included yet more improvements. For example, projector screens were moved to the side and angled toward students so that more white-board space is available when the screen is down. Lighting controls and types were improved and simplified. Podiums were designed with electric lifts to better facilitate faculty of different heights, improve accessibility, and allow the podium to be lowered out of the line of sight. And sound systems were improved with more powerful and robust equipment.

Folsom Hall Interior Tenant Improvements
Folsom Hall, a former office building measuring over 37,000 square feet, underwent a major remodel to create labs, specialized classrooms and faculty offices for the Nursing Department and large lecture halls for the University. Two-thirds of the first floor was reconstructed to provide learning spaces with specific features unique to the campus. Some instructional spaces mimic a real hospital, with beds, mannequins, nursing desks, and medical equipment and technology resources for learning. The high-tech labs contain instructor-controlled simulation mannequins that students interact with as if they were patients. These interactions can be recorded and reviewed in debriefing rooms with the instructor and/or the student’s colleagues. Other features include classroom design to facilitate multiple learning styles simultaneously. Layouts are adjustable, and some can be co-joined to accommodate changing needs. Four major congregation areas outside of the classrooms were designed to facilitate informal individual and group learning. These areas include lounge furniture, white boards, movable tables and chairs, and flat panel monitors for connecting student laptops. The use of these areas has exceeded expectations both in terms of quantity and diversity. These spaces are serving as models for future planning and design for informal learning spaces across campus. Begun in August 2010, the project was designed by architect E.M. Kado Associates, AIA, Inc. and completed by Whiting-Turner Contracting for $8 million.

Drafting Technician Thomas Moon
developed a package of drawing plans used to successfully upgrade outdated lecture space to meet Technology Assisted Classroom (TAC) standards for smart media technology. In addition, he updated virtually all campus floor plans to prepare for the development of GIS coordinates that will put Sac State on the grid and improve campus safety.
**Smart Grid Investment Grant Project**

This year, the University completed designs and construction bids for various elements of the Smart Grid program. The program calls for installation of electric meters that will monitor use and identify building systems that use excessive energy. In addition, 16 electric car charging stations will be constructed, and a new energy management system will be installed to better control building heating and cooling systems. This project will integrate communications and power system infrastructure, which will allow for robust two-way communications, advanced sensors, and distributed computers to improve the efficiency, reliability and safety of power delivery and use.

The program, funded through a $4.3 million Department of Energy grant and matching campus funds, is part of a joint project with SMUD, which names Sacramento State the home of the Smart Grid. A smart grid delivers electricity from suppliers to consumers using digital technology to save energy, reduce cost and increase reliability. Such a modernized electricity network is being promoted by many governments as a way of addressing energy independence or global warming issues. Expected completion of the project, which began in January 2011, is April 2013, at a cost of $8.6 million. Design is by SAIC.

**Relocations and Renewals**

ABA coordinated and implemented several large-scale relocations this year, including the move of Nursing from El Dorado to Folsom Hall; Human Resources from Sacramento to Del Norte Hall; and ABA departments and units from the Sacramento Hall Annex to Sacramento Hall. With the move of student health services to The WELL, the former Student Health Center facility has been slated for repurposing. Phase I of the Center remodel began this year, in preparation for its new residents, Athletics.

Facilities renewals included HVAC systems in Shasta and Douglas halls, and upgraded parking lots 4 and 7. The Yosemite Hall gym was upgraded with a more durable and modern floor, enhancing campus instructional facilities and improving the home court advantage for the University’s men’s and women’s basketball, gymnastics and volleyball teams.

**Supporting Community Confidence and Connection**

**STRONG STEWARDSHIP**

ABA’s commitment to stewardship is balanced with efforts to simplify processes, manage data efficiently, and communicate information to help the campus community understand its regulatory responsibilities. Progress is evident in the partnerships ABA units have formed with campus constituents. For example, the university risk manager works with the office of Student Organizations & Leadership (SOAL), training student leaders to manage risk and safety for their organizations and events, and consulting with SOAL management on the structure of student activities to help avoid incidents and accidents, and reduce University liability. Alliances such as these are the first step in increasing compliance, and ABA has fostered many with its business partners.

By spring, Sacramento State had successfully completed a sizable undertaking to convert the Common Management System (CMS)
to the Common Financial System (CFS). Part of an effort to integrate financial records across the CSU, CFS establishes a common data base for more efficient data gathering and reporting. ABA’s Financial Services and BP&A departments provided leadership for system design and data base configuration, chart of accounts review, testing and communication with campus users.

Major system-wide policy changes generated significant increases in workload for Risk Management and the Accounts Payable and Travel offices, as revisions were enacted at the campus level. The new foreign travel policy and insurance program, the most complex CSU insurance policy, called for extensive consultation with academic leadership and a process for collecting premiums. Both efforts involved major communication campaigns to inform campus partners, including extensive update and revision of websites. University Records Management also launched a comprehensive website to promote campus-wide compliance with document retention standards. The first of its kind in the CSU, it is considered a model for sister campuses.

Risk Management implemented two programs to improve vehicular safety this year, including the “How’s My Driving” initiative for drivers of all vehicles that navigate inner campus pathways. Identified with a bumper sticker number and a phone number, vehicles can be easily reported by pedestrians for unsafe driving practices. A new quarterly newsletter, Driving on University Business, was launched to keep campus drivers informed of requirements and best practices.

Throughout the year, Auditing Services completed six internal audits of campus operations and coordinated seven external audits. ABA is proud to report that over 35 external audit findings were cleared within a 10-month period. In addition, the unit coordinated and completed a campus-wide risk assessment audit as part of the CSU Audit Project. In an effort to promote ethical practices and compliance, the unit delivered six professional presentations on Audits, Controls, Fraud and Ethics to campus and external audiences.

**SUPPORT FOR DIVERSITY**

ABA has a long-standing commitment to diversity. Whether on campus or in the community, ABA has formed partnerships to demonstrate support through a variety of sponsorships. In 2010/11, these included the following events and programs.

- Pacific Rim Street Festival
- Sacramento Asian Chamber of Commerce (SACC) Annual Installation and Awards Dinner
- Sacramento Black Chamber of Commerce (SBCC) Annual Installation and Business Awards Banquet
- Sacramento Hispanic Chamber of Commerce (SHCC) Annual Business Awards and Recognition Gala
- SHCC Annual State of the Hispanic Community

For the first time, ABA participated in the Sacramento Asian Chamber of Commerce JumpStart21 Program for foster youth, sponsoring interns to help them gain workplace skills. The program, designed to equip those who have aged out of the foster system with 21st century life and work skills, trains and matches youth with Sacramento area businesses.

**STRUCTURE FOR EXTERNAL EVENTS**

ABA provides a full range of event support to help the University foster community through the hosting of external events. Services begin with scheduling, coordination and preparation of facilities and span an array of business and logistical services, from the provision of insurance and contractual and accounting services, to safety and parking support. This year, the campus hosted nine large-scale events for such noteworthy events and organizations as the 2011 World Master’s Track & Field Championships, California Boys State, and the United Football League (UFL), in addition to dozens of academic and sports programs, seminars, conferences, workshops and rehearsals.
The year’s highlights

With a $1.1 million artificial turf project completed in July, Hornet Stadium was a welcoming venue for professional sports, such as the Sacramento UFL Mountain Lions football team, which played their fall 2010 season home games there. ABA provided traffic control, parking and safety services for 20,000 fans at each of the Mountain Lions’ fall season games. Other division offices handled pre-game and back-office details, such as facilities scheduling, risk assessment, contracts and billing.

Celebrating Points of Pride

Excellence in Financial Reporting
In June, Sacramento State received a Certificate for Achieving Excellence in Financial Reporting from the State of California Office of the State Controller for the fiscal year ending June 30, 2010. The certificate commends the staff of the Financial Services and BP&A for achieving the highest quality in California government accounting and financial reporting. The University has earned accolades from the State Controller for several years running.

Energy Efficiency
Sacramento State’s energy efficiency program has gained local utility district attention for exceeding standards on multiple minor and major capital projects. For example, the Sacramento Municipal Utility District (SMUD) awarded the campus a SMUD Board Award for the energy efficient design of the American River Courtyard (ARC) and a $15,000 incentive for completing an energy efficient lighting project in Solano Hall. Most recently, SMUD awarded the campus $75,572 in recognition of the energy efficiency of The WELL, the University’s new recreation and wellness center. The WELL exceeded Title 24 building code standards by 20 percent, thanks to features such as natural lighting and fans that reduce the need for air conditioning. The monetary awards provide funding for future sustainability projects on campus.

Sacramento 2010 Sustainable Business of the Year
Sacramento State received a 2010 Sacramento Sustainable Business Award in October 2010 from the Business Environmental Resource Center (BERC). The annual award, presented this year by Congresswoman Doris Matsui, honors top performers whose sustainability efforts demonstrate environmental excellence and community leadership. Submitted by SMUD, the nomination cites the University’s commitment to the conservation of natural resources through energy efficient practices. Specific examples include the proactive pursuit of technologies that mitigate environmental impact, such as Sac State’s partnership with SMUD on the federal Smart Grid proposal, and design upgrades in the new American River Courtyard (ARC) student housing complex.
Among the innovations at ARC are super-efficient chillers, upgraded insulation, high-efficiency lighting, a solar water heater and a cool roof. These improvements will reduce energy consumption by more than 555,000 kilowatt-hours, saving the campus an estimated $44,273 annually.

**Architectural Design**
In May, The WELL won an Innovative Architecture & Design Award from Recreation Management Magazine. Submitted by project architect Hornsberger + Worrstell, The WELL was cited for its uniquely innovative design, human-friendly scale, and incorporation of sustainable features and high-tech materials.

**Environmental Gold**
The WELL was also awarded LEED Gold certification for achieving environmental sustainability goals. LEED – Leadership in Energy and Environmental Design – is part of the non-profit U.S. Green Building Council and is the nation’s preeminent program for the design, construction and operation of high-performance green buildings. Designations start at Certified and go up to Silver, Gold and Platinum. The American River Courtyard (ARC) was first to achieve LEED Gold status. The WELL incorporates a number of environmental and energy-saving elements in its design.

**Other**
The College of Natural Sciences and Mathematics, working closely with ABA (Facilities Services), developed a National Science Foundation grant proposal and received an $800,000 grant to upgrade the Center for Interdisciplinary Molecular Biology, Education, Research and Advancement (CIMERA). In addition, Sac State received Honorable Mention from Breathe California for its clean-air vehicles, promotion of alternative transportation, and other efforts to improve air quality in Sacramento.
As we go to press, Sacramento State has just introduced its new strategic initiative – Redefine the Possible. The new plan hopes to capitalize on the transformation of the campus that began with Destination 2010, to unleash the University’s future potential through progress, innovation and the marshalling of intellectual resources. At its core are values that define a 21st century university: excellent and accessible, agile and efficient, modern and attractive and a source of pride for the region and beyond.

ABA has already begun to anticipate the future, conducting planning sessions to gather division-wide feedback that will inform goals and activities. Central to these efforts is the drive to strengthen the division’s capacity to respond to changing circumstances and provide the essential structure and services required to sustain excellence at Sacramento State. This means strong analytical support for the budgetary process, a decided focus on process improvement, the development of service competencies that incorporate the perspectives of our customers, and professional development that will sustain levels of expertise and operational excellence. The concept of continuous improvement will guide all division undertakings, with a team-based approach to identifying innovations and solutions. Over the next few months, division leadership will review its goals and strategies to ensure alignment with Sac State’s new initiative, and finalize action plans for the coming year.
Division Organization

Administrative Operations
- Executive administrative services/external relations for VP/CFO
- IRA Advisory Committee
- University Policies & Procedures
- University Records Management
- Special projects

Auditing Services
- Internal audits
  - Operational & financial
  - Investigative reviews and special audits
- External audit management
- Tax compliance
- Reporting of fiscal improprieties/fraudulent activities

Budget Planning & Administration
- Budget Office
- Budget Planning, Development and Allocation
- Campus Fund Compliance
- University Budget Advisory Committee

Business & Administrative Services
- Reprographics & Mail
- Resource Management
- Strategic Planning & Quality Improvement
- University Transportation & Parking

Facilities Services
- Administrative Services
- Facility Operations
- Planning, Design & Construction
- Sustainability & Plant Operations

Financial Services
- Accounting
- Procurement & Contracts
- Student Financial Services Center
- ASI Finance & Administration

Public Safety
- Administration
- Budget, Personnel & Administration
- Police Operations
- Investigations & Training
- Community Relations & Dispatch

Risk Management Services
- Business Continuity
- Environmental Health & Safety
- Risk Management
- Space Management
- Workers Compensation
Appendix B

Governance structure

ABA ADMINISTRATIVE COUNCIL

Photo of members – October 2010

Mike Christensen
Nancy Fox
Kem Gravenberg
Stacy Hayano
Justine Heartt
Mark Iwasa

Ali Izadian
Ming Tung “Mike” Lee
Kathi McCoy
Abbi Stone
Sarah Whyte

Listings represent current Council membership

ABA MANAGEMENT COUNCIL

Robert L. Anchor
Bena Arao
Ken Barnett
Kevin Brisco
Kendal Chaney-Buttleman
Mike Christensen
Gina Curry
Dan Davis
Nancy Fox
Kem Gravenberg
John Guion
Linda Hafar
Stacy Hayano
David Heaphy
Justine Heartt
Mark Iwasa
Ali Izadian
Abbi Stone

Mark Leisz
Christina Lofthouse
Gina Lombardo
Tony Lucas
Todd McComb
Kathi McCoy
Eric McWilliams
Richard Allen Mikeworth
Mark Montalvo
Antonio Nucal
Daryn Ockey
Alfredo Orozco
Douglas Power
Olga Rosander
Paul Serafimidis
LaVerne Simmons-Barnett
Abbi Stone
Kirt Stout
Victor Takahashi
Caryl Vickers-Harper
Sarah Whyte

ABA LEADERSHIP COUNCIL

Noel Carolipio
Mike Christensen
Katerina Donato
Nancy Fox
Kem Gravenberg
Linda Hafar
Stacy Hayano
Justine Heartt
Mark Iwasa

Ali Izadian
Ming Tung “Mike” Lee
Gina Lombardo
Kathi McCoy
Joey Martinez
Robyn Pitts
Abbi Stone
Sarah Whyte
Janie Xiong

ABA STAFF PROFESSIONALS

All ABA Staff Members
Division Recognition Program Award Recipients - 2010/11

STAFF PEER AWARDS

The ABA Staff Peer Award Program is an annual occasion for ABA staff professionals to nominate their colleagues in recognition of contributions made over the year. Award categories representing ABA workplace values include Customer Service, Positive Attitude, Teamwork, Professionalism, Problem Solver, and Excellence. Only non-management staff is eligible to submit nominations, and award recipients are recommended to the Vice President/CFO by a team of staff members.

Customer Service
- Debbie Smith, Financial Services

Positive Attitude
- Jorge Chavez, Facilities Services

Teamwork
- Jayme Gutierrez, Business & Administrative Services

Professionalism
- Nancy McCarty, Financial Services

Problem Solver
- Brian Geimer, Business & Administrative Services

Excellence
- Norman Kwong, Budget Planning & Administration

LEADERSHIP AWARDS

The ABA Leadership Award Program provides ABA Management Council members an opportunity to nominate management colleagues across the division, as well as staff professionals and teams internal to their departments.

- Leadership Peer Award categories represent qualities that contribute to great leadership, including: service, teamwork, innovation, process improvement, advancement, communication, and significant contributions toward ABA and University goals.
- Valued Staff Professional Award criteria include dedicated service and professionalism that lead to the development of a welcoming campus; promotion of University and ABA values of leadership, teamwork, respect, pluralism, service, ethics and integrity; contributions to community success across the campus or in the region; contributions to efficiency and productivity through improvements in service quality, money-saving measures, or exceptional fiscal responsibility.
- Team Awards are based on accomplishment of a common assignment, project, process/service improvement or ABA goal.

Leadership Peer Award
- Linda Hafar, Facilities Services

Valued Staff Professional Awards
- Dale Clack, Financial Services
- Robert Daclan, Facilities Services
- Candace Ensley, Business & Administrative Services
- Nooria Kakar, Public Safety
- Norman Kwong, Budget Planning & Administration
- Thomas Moon, Facilities Services
- Feuy Saechao, Facilities Services

Thurman Watson, Financial Services

Team Awards
- Facilities Services Residential Life Custodial Team (pictured left)
- Risk Management Services Safety Team
- UEI Project Team, Facilities Services/University Enterprises, Inc. (pictured top left)