Redefine the Possible

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MESSAGE FROM
THE PRESIDENT

As Sacramento’s public university, our campus has a very special and important responsibility to serve the community. I am pleased that Administrative & Business Affairs is helping Sacramento State fulfill that mission.

Sacramento State stands out as an intellectual resource, a destination for cultural and community events and a leading partner in improving the quality of life in our region. ABA’s noteworthy accomplishments in each of these areas are a credit to the division’s staff and managers who dedicate themselves to making our campus better each and every day.

Over the past several months, I have enjoyed the reaction of people coming to the University, both in terms of service and the appearance of the facilities and grounds. I also hear about students who choose to attend Sacramento State because of the beauty of the campus, and I see increasing numbers of students gathered at multiple locations to study or just hang out.

Your work to strengthen cooperation with your many regional partners is just as vital. It is clear that community partnerships – and being responsive to those we serve – will be crucial as we face the many changes and challenges to come in public higher education.

I congratulate everyone in ABA on a terrific year. I appreciate the initiative the division has shown in support of our students, and I invite everyone to come to campus and see their great work firsthand.

Alexander Gonzalez
President

MESSAGE FROM
THE VICE PRESIDENT/CFO

In 2012/13, a new idea took hold at Sacramento State, as President Alexander Gonzalez launched a visionary initiative – “Redefine the Possible”. His message challenged us to transcend difficult budget conditions as they confound the provision of a 21st century university education, and to move forward with optimism and confidence. Through new perspectives reliant on innovation, collaboration and creativity, the University is making positive strides to meet the needs of our current and future students and the regional community.

As a division that provides many of the University’s business, support and infrastructure services, Administration & Business Affairs (ABA) has taken the president’s charge to heart. We are transforming processes, services and plans for capital improvement to best serve our students in the evolving world of higher education. Our practices incorporate collaborative problem solving and innovation into daily activities, so that we can continue to provide student-centered, convenient and flexible services. And we are committed to providing a safe and dynamic state-of-the-art environment in which teaching and learning prepares students for real-world success.

This report is focused on ABA’s support for “Redefine the Possible” in two key areas - staff professionals who are driving efficiencies and making improvements in workplace processes and services, and leadership for the University sustainability program. The integration of sustainable practices into our processes will not only produce cost savings and improve services, but ensure the long term viability of campus physical and financial resources. We are especially proud of our designation this year as a Tree Campus USA, and you will find throughout the report photos of the trees that inspire our reputation as a beautiful campus. Our report also contains highlights of accomplishments made by each of ABA’s departments during the year.

We value our staff professionals and the work that they do to position the division and the University as leaders on many fronts. I hope you will enjoy reading about the accomplishments of ABA in support of Sacramento State and student success.

Ming-Tung “Mike” Lee
Vice President/CFO

TREE CAMPUS USA

Sacramento State, highly esteemed for its beautiful grounds, was named a ‘Tree Campus USA’ in 2012 by the national Arbor Day Foundation. Sac State is just the sixth university in California and among 150 universities and colleges nationwide to achieve the status. The more than 3,500 trees populating the campus began as saplings planted in the early 1950s when construction of the current campus began. Over 400 species shade the main campus, the University Arboretum and Alumni Grove. Coast redwoods and zelkova elms predominate, and more than 20 species of oak and pine are scattered across 170 landscaped acres. The University claims this distinction in its home city of Sacramento, or “City of Trees”, a 35-year Tree City USA designee that boasts the most trees per capita in the world.
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 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. ABA staff professionals have a strong commitment to service, stewardship and operational excellence to ensure delivery of a quality product and the protection of University resources. ABA supports Sac State’s “Redefine the Possible” initiative through a staff dedicated to continuous improvement, innovation and collaboration.

**Introduction to ABA**

**DEPARTMENTS**
- Administrative Operations – VP/CFO
- Auditing Services
- Budget Planning & Administration
- Business & Administrative Services
- Facilities Management
- Financial Services
- Public Safety/University Police
- Risk Management Services

**Administrative Changes**

Tony Lucas joined the University Transportation and Parking Services (UTAPS) unit in January 2013, after over three years as director of Administration for Public Safety/University Police. Lucas replaces outgoing Senior Director Nancy Fox, who served the University for over 36 years in a variety of administrative capacities until her retirement in 2012. Tony began his career in higher education at San Jose State University (SJSU) in 1986 and held a variety of IT and management positions at SJSU, CSU, Monterey Bay, and the Naval Postgraduate School before joining Sacramento State. He served in the Air Force Reserves for 27 years as an intelligence officer, is a graduate of SJSU in the field of Management Information Systems, and received his master’s degree in Educational Leadership and Policy from Sac State.

Lucas provides primary leadership and management oversight for more than 25 staff employees and 45 student assistants and administers an annual budget of $10 million. UTAPS provides parking services, parking permit and commuter pass sales, citation processing and appeals, alternate transportation services and traffic management. He serves on campus and CSU system-wide committees as well as state-wide and regional organizations connected with transportation and parking matters. In addition, Lucas is the administrator of a mandatory drug testing program for Class B shuttle bus drivers and Class B driver license certification.

New Director of Space Management Camellia Sahm was appointed in August 2013 after serving as interim coordinator/director for close to one and one-half years, following the retirement of long-time Coordinator Denise Ramos. Sahm has worked at the University for over 24 years and has been part of the Space Management team since 2006, overseeing facilities scheduling for courses, final exams and events, and classroom furniture purchases and inventory. Previously, she worked for Student Systems Support as an information technology consultant (ITC) responsible for researching, developing, implementing, and supporting technology solutions. Sahm earned her bachelor’s degree in Industrial Arts from Fresno State and her master’s degree in Educational Technology from Sacramento State.

Space Management is a unit of Risk Management Services and is delegated responsibility for space use and scheduling of academic and state-owned campus space. The unit oversees objectives, policies, and policy development for space utilization and planning, and ensures compliance with applicable laws and regulations. The unit administers Astra Schedule, the University’s facilities scheduling software.
Stephen Leland was appointed interim director of Environmental Health & Safety (EHS) in September 2013. Over his 12-year tenure at Sac State, he has served as an industrial hygienist, an occupational safety specialist and the radiation safety officer in EHS. Prior to working on campus, he was an industrial hygienist at Lawrence Berkeley National Lab. Leland graduated from CSU, Hayward with a Bachelor’s of Science in Biology and holds professional certifications from the American Board of Industrial Hygiene and the Board of Certified Safety Professionals.

In his current position, Leland oversees fire and life safety; industrial hygiene; environmental, occupational and radiation safety; medical monitoring, compliance training and management and disposal of hazardous materials. EHS is responsible for ensuring campus compliance with regulations enforced by Cal/OSHA, the state Fire Marshall, the department of Toxic Substances Control, the Sacramento Metropolitan Air Quality Management District and various other state and local agencies. The unit provides training, evaluations of hazardous operations, regulatory interpretations and operational support to faculty and staff to reduce risks and promote a healthy workplace.

“Redefine the Possible” is an empowering message for ABA, where staff professionals look beyond the ordinary every day to discover fresh perspectives and avenues that lead to positive change. Each and every staff member contributes to a dynamic workplace culture focused on collaboration and continuous improvement. The accomplishments of the ABA award recipients featured here represent just a sample of our staff’s efforts to redefine the possible in ways that optimize the student experience and strengthen Sac State’s ties with the community.

**Staff Peer Awards**

**KRISTINA CULLEN**

**Teamwork**

Kristina’s colleagues say she redefines the word “teamwork.” As the University sustainability coordinator, she has increased the visibility of campus sustainability programs and helped engage students, faculty and staff in “green” activities. She impresses her team with a “big picture” perspective that brings all the elements of campus sustainability together. Her spirit of teamwork fosters broad engagement, and her support for others helps everyone succeed.
**Redefining The Way We Work**

**DOMINADOR RECLUSADO**  
**Problem Solver**

Dominador’s peers describe him as determined, resourceful and persistent. They salute him for his innovative approach to solving problems, his ability to simplify complex issues and his high-level of energy. Always a step ahead, he welcomes any and all challenges. These traits help him keep the campus-wide irrigation system up and running to ensure the health and beauty of the Sac State landscape.

> Through ABA’s annual Staff Peer Awards Program, staff members nominate their co-workers for values and contributions that keep ABA and Sac State moving in the right direction.

**TC CLARK**  
**Innovation**

TC is a creative talent who is always looking for new and better ways of doing things. She is recognized by her peers for discovering technology solutions to work more efficiently and for sharing ideas to help coworkers automate manual processes. During the year, TC applied her artistic expertise to a work project, contributing photographs that grace the University’s new parking permits.

To lead innovation and improvement, and for their commitment to values embraced by ABA and the University.

**Leadership Awards**

**DARNELL COOPER**  
**Valued Staff Category**

Managers commend Darnell for his dedication to fiscal stewardship. With a mindset focused on continuous improvement, he has streamlined and otherwise improved many cumbersome and ineffective processes. Examples include the travel advance collection process, and cost allocation processes that ensure full reimbursement to the University Operating Fund for services rendered to non-University entities.

> Through ABA’s Leadership Award Program, managers recognize their peers, along with department staff and teams, for leading innovation and improvement, and for their commitment to values embraced by ABA and the University.

**Valued Staff Awards, L-R, Top:** Serena Fuson, Laura Lockett, Andrew Stiffler, Edelsa Reyes, Joey Martinez  
**L-R, Bottom:** Donald Stirewalt, Lauren Garrett, Gary Lindstrom, Briana Scarr, Josh Neri. Not pictured: Karen Robinson
Leadership Awards

MARK LEISZ
Management Category

Mark’s colleagues applaud his leadership for implementation of the Zone Management system. The system dedicates managers to specific areas, or zones, of the campus and promotes relationships that ensure excellent customer service and quality outcomes for Facilities Management projects. Mark and his team employed the system to assess needs and complete a large-scale maintenance and repair project, which provided well-deserved facelifts and technology upgrades to many of the University’s aging classrooms.

Nothing offers greater possibilities for redefining the future of Sacramento State than the careful preservation of University resources. Innovations like the Smart Grid, completed this year, represent a decisive commitment to sustainability. Other efforts mobilized the campus to engage in collective “green” activities, and to partner with neighbors in support of new pursuits and endeavors.

ABA’s leadership for energy conservation, clean air efforts and “green” building practices have earned the University noteworthy awards and leveraged partnership opportunities with civic leaders. Successful programs in the areas of recycling, environmental health and safety, water and waste management, purchasing and transportation, continue to conserve resources, save costs and make a difference for the University and our community.

This year, sustainability at Sac State gained even more ground, with completion of the multi-year Smart Grid project, the University’s designation as a Tree Campus USA, more widespread sustainable landscaping, and programs linking academics to operational efficiency. In addition, an ambitious marketing campaign paired with outreach activities increased the program’s visibility and drew interest from the broader campus community as well as the local news media.

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Redefining the Sustainable Campus

TREE CAMPUS USA: “GREEN” PRIDE OF PLACE
Sacramento State is proud of its new status as a “Tree Campus USA.” Trees not only beautify the campus but serve as educational tools, and their proximity to buildings provides energy-conserving shade. The ranking is the result of student, faculty and staff efforts to gain recognition for the campus and renew the University’s commitment to its trees. ABA works hard to preserve the health and beauty of the campus trees, and the Tree Campus USA program will ensure their viability for years to come. A campus tree-care plan, dedicated funding and student learning opportunities are all required to retain Tree Campus standing.

STORC: COLLABORATIVE RESEARCH
ABA’s leadership for sustainability reached new heights this year with the advent of the Sustainable Technology Outdoor Research Center (STORC). A collaborative endeavor that unites academic and operational expertise, the Center provides students with a work space and opportunities for real-world experimental learning.

ABA provides oversight to manage risk and ensure compliance and safety for the academic projects, and seeds ideas that can be leveraged to incorporate sustainability into operational functions on campus. The Center’s first project, the Biodiesel Production System, repurposed and converted campus waste products (in this case, kitchen cooking oil) to biodiesel, for use in powering maintenance equipment. Many more projects are in the works.

STORC is a unique campus program that is gaining distinction for integrating academic and operational goals where sustainable technology is concerned. ABA is working to expand the space to host more projects as interest grows.

SUSTAINABILITY TEAM: OUTREACH AND ENGAGEMENT
The University’s ambitious new sustainability team came out in force this year, expanding their reach through a new Facebook page, and increasing the visibility of the campus ‘green’ programs through a vigorous marketing campaign. The new logo and brand championed the program at the many events and activities organized by the team. Efforts focused on engaging student, faculty and staff volunteers in campus activities and connecting with sustainable organizations and advocates in the local community. Celebrations such as Recycle Mania, Mulching Mania and Earth Day/Earth Week, Energy Conservation Awareness Day and Bike Month not only drew participants, but attention from the news media. A recycling audit collected trash to analyze current practices and make improvements in the program. The team missed no occasion or opportunity to represent Sac State and build awareness of and support for the University’s ‘green’ programs.

SMART GRID: ENERGY CONSERVATION
This year marked the completion of all major components of the Smart Grid at Sacramento State, a metering and energy information system project begun in 2009. Now up and running, the Smart Grid promises to save energy for the campus and cut costs well into the future. It is expected to reduce carbon dioxide emissions by 2,200 metric tons, and save 227,901 therms of natural gas and 3,324,810 kilowatt-hours of electricity.

The Smart Grid delivers electricity using digital technology to increase reliability. The project was funded through a Department of Energy cost-sharing grant in partnership with the Sacramento Municipal Utility District (SMUD), the region’s electricity provider. Sac State’s Smart Grid consists of new energy management and control systems in 38 campus buildings, new smart electric meters in 58 buildings, 14 electric vehicle charging stations, and four high-voltage smart electric switches for automated rerouting of power on the University owned 12,000-volt electric circuits. In addition, energy information system software was installed to help simplify and improve metering and conserve energy through automation of reports and analytics.
ABA Department Highlights - 2012/13

Administrative Operations provides executive level support to facilitate the decision making process for the vice president/CFO and his team, and oversees the University Records Management Program, the University Policy Manual and the annual Instructionally Related Activities budget allocation process.

Events: Coordinated campus-wide customer service workshops, featuring subject matter expert and former Walt Disney World Company representative Dennis Snow. Snow helped kick off ABA’s strategic customer service initiative and bring inspirational perspectives to a broad audience of campus staff and administrators.

Process Improvement: Developed an improved process for approval/posting of University policies and a communication strategy for conveying revisions using Lean/Process Improvement methods.

External Relations: Advanced campus and community relations through support for University events, such as the Green & Gold Gala, Black Alumni Chapter events, and memberships, sponsorships and participation in community organizations programs and events. These include:

- The Sacramento Asian Chamber of Commerce (SACC) Board of Directors, JumpStart 21 Foster Youth internships, the Sacramento Region Internal Study Mission, and Hoops & Alley Oops Celebrity Basketball Tournament.
- The Sacramento Hispanic Chamber of Commerce (SHCC) State of the Hispanic Community Event, the Jalapeno Classic Tournament, and the 41st Annual Business Awards Gala.
- CSU Facilities Management Conference & Steering and Keynote Speaker committees;
- Community programs/event support, such as: Adopt a Family for the Holidays, Sacramento Speaker Series, Power Inn Alliance 19th Annual Awards Luncheon, Asian Pacific Islander (API) Legislative Caucus Institute – Capital Academy Program “Media Training,” Asian Pacific Community Counseling (APCC) Reception, and tour of PRIDE Industries.

AUDITING SERVICES

Auditing Services coordinates internal and external University audits of all types, including operational, compliance, financial and investigative. Additionally, the unit assesses and ensures the University’s compliance with specified tax directives.

Communication: Enriched relationships with campus constituents through outreach and establishment of the campus Tax Issues Group, and update redesign of the Auditing Services website.


Internal Audits/Projects: Completed internal audits related to: Campus Fees, Athletics Courtesy Cars and Facilities Services Golf Tournament, and submitted the UBIT 2011/12 packet.

BUDGET PLANNING & ADMINISTRATION

Budget Planning & Administration supports the University’s budget planning, development, and allocation process, ensuring compliance on the use of campus funds, and providing financial advice and assistance on the University’s budget.

Process Improvements:

- Improved the campus-wide Budget Call process to better meet the needs of the campus. Based on user feedback, implemented changes to forms and instructions to improve clarity, resulting in reduced errors and inquiries.
- Developed and implemented, with IT, a SharePoint website for the University Budget Advisory Committee (UBAC) to share secured access to calendars and documents for meetings, reference and discussion.
- Worked with the Chancellor’s Office and CSU colleagues to develop and implement revised financial aid set-aside guidelines and processes for CSU doctoral programs in Education and Physical Therapy. These processes will ensure that mandated funds are properly pooled for disbursement of financial aid to eligible doctoral program students.
- Implemented a methodology to track one-time project funding from the Operating Fund’s central reserves. This assists departments in identifying funds that fall outside of baseline operating budgets, and supports the expenditure of funds for intended purposes. It also provides UBAC with a reporting mechanism for tracking one-time project funding activity through the SacVault data warehouse.
- Established and implemented a process to reimburse the University for staff release time for activities related to collective bargaining (e.g., CSUEU, SETC and APC) activities. This ensures compliance with EO 1380, which requires that University resources assigned to non-University activities be recovered based on actual costs incurred.

Financial Planning: Completed projections for financing of the Capital Public Radio (CPR) radio tower project. The tower would expand broadcasting coverage to engage a wider listening audience for the University’s auxiliary organization. The financing plan provides a more flexible alternative to commercial paper lending.
ABA DEPARTMENT HIGHLIGHTS - 2012/13

BUSINESS & ADMINISTRATIVE SERVICES

Business and Administrative Services (BAS) provides diverse support services to the campus through the units of Transportation & Parking Services, and Reprographics and Mail Services. In addition, the department oversees BAS budget management and development, and strategic planning and quality improvement.

Lean Process Improvement Project: Kicked-off BAS’s strategic initiative to boost process efficiency with a campus-wide Lean Process Improvement Workshop facilitated by the Chancellor’s Office. Completed five formal Lean/PI projects and reports and launched ad-hoc improvement projects across the division.

Communication: Conducted a comprehensive overhaul of BAS websites with new standards for communication and consistent organization of information, and migrated to the University’s vibrant and image-rich Monet template.

UTAPS Process Improvements:
- Streamlined forms for the assignment of volunteer parking permits, eliminating the need for volunteers to deliver paperwork to two locations.
- Designated clear passenger drop-off locations at the north end of campus.
- Introduced new lower-cost repositionable parking permits that include a scanning feature to improve detection of lost and stolen permits. The addition of wireless handhelds allows real-time citation upload from the field.
- Implemented Pay-by-Phone, a smart-phone application for students and visitors to purchase daily permits.
- Improved communications through remote printing capability at the two information booths at campus entrances.

Printing Upgrades:
- Upgraded copier equipment and print management software in Reprographics to provide greater capacity, efficiency and accuracy in production and project billing.
- Began the sale of copier paper to the campus community with the goal of saving money while providing high quality recycled paper.

FACILITIES MANAGEMENT

Facilities Management provides stewardship for the University’s buildings, infrastructure, grounds, and landscape. The department is responsible for maintenance and renovation of facilities, as well as planning and management of new building construction.

Master Plan: Established the Campus Master Plan Task Force and began preliminary planning activities. Planners identified six principals that will guide efforts to create an environment focused on academics and campus life, maximize intra-campus and inter-community connectivity, optimize physical assets and location on the American River, and support Sac State’s presence in the global arena.

Landscape Improvements: Made landscape improvements in key locations throughout the campus, creating welcoming, beautiful and functional settings to guide pedestrians along walkways, and provide seating, rest and study environments. Students enjoy these new areas near the Library Quad, the University Union, the Guy West Bridge and the Athletics Center.

Minor Capital, Special and Safety Repairs: Conducted minor capital improvements, special repairs, safety repairs and roof replacements in a variety of campus locations, including renovations in classrooms, labs, locker rooms, residence halls and offices. These included the remodeling of Public Safety and Sequoia Hall to improve ADA access, reconstruction of the fire-damaged 4th floor of Mariposa Hall, exterior light fixture replacement in Capistrano Hall and waterproofing of the University Union roof.

Classroom Upgrades: Upgraded six classrooms – Amador 308, Douglass 110, 201 and 209, Eureka 108 and Library 3021 – for smart technology. Smart classrooms feature new lighting, screens, podiums, whiteboards and window shades, along with technology equipment such as document cameras, speakers, and projectors.

Sustainability:
- Established connections between the University Sustainability program and students, through a variety of outreach efforts, including Earth Day, Recyclemania and a recycling audit.

Tree Campus USA:
- Was named a Tree Campus USA by the Arbor Day Foundation. The sixth California university to be honored, Sac State met the criteria through its tree-care plan, dedicated funds for the tree program, and Arbor Day observance, sponsorship of student service-learning projects and a campus tree-advisory committee.

Smart Grid: Completed installation of the Smart Grid Project – Energy Management & Control System (EMCS) – to automate utility metering and billing software. The project provides 80 smart meters, one or more for every campus building. Meters record the consumption of electric energy and communicate information that helps identify poorly performing buildings. The work was a multi-year project, with matching funds provided by a Department of Energy award, through SMUD, as part of the economic stimulus recovery act.
**ABA Department Highlights - 2012/13**

**Financial Services**

Financial Services provides comprehensive financial services to the University. Services include campus ID (One Card); accounting; cashiering; invoicing and collections; payments and reimbursements; student fee refunds; financial aid disbursement and loan management; cash management; event ticketing services; financial reporting; procurement and contracts; central receiving; asset management and oversight of ASI Finance and Administration.

**Early Year-End Close:** Successfully completed year-end close and audits ahead of schedule for all areas of responsibility (the University, ASI and the University Union).

**Successful Tuition Refunds:** Recalculated nearly 28,000 student accounts prior to the refund and/or return of financial aid, and coordinated with the Financial Aid Office and Information Resources & Technology (IRT) to process a highly successful tuition “roll-back” refund process required by the passage of Proposition 30 and related CSU agreements.

**Default Rate Drop:** Centralized the Perkins Loan collection, lowering the annual federal cohort default rate from 18 to 15 percent.

**Synergy Projects:** Participated in the CSU system-wide synergy project for collaborative procurement and asset management, establishing E-Procurement agreements with twelve vendors and posting vendor catalogs to the Procurement website.

**VISA Online:** Implemented VISA as a payment type for online purchases, as soon as it became available through Cashnet. VISA purchases now account for 62 percent of all credit card activity on Cashnet Smartpay.

**Ticket System Upgrades:** Completed installation of new, more secure, and more robust ticketing system, NeuLion, with printing, remote sales and client relations features.

**Public Safety**

Public Safety is the University’s fully-sworn and POST-certified police agency, providing comprehensive law enforcement services for the campus. These include: 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 emergency services and fire control.

**Enhanced Security:** Assumed permanent responsibility for supervision of Bicycle Compound #1 and coordination of the Night Shuttle (transferred from UTAPS).

**Outreachs:** Launched the “Coffee with Cops” program to provide students with opportunities to meet and ask questions of campus law enforcement personnel.

**Security Escorts:** Began providing armed security escorts to increase safety for cash transports on campus.

**Emergency Protocols:** Established mutual aid and communication protocols with the Fairbairn Water Treatment Plant, to increase our ability to respond to hazards or issues surrounding that facility.

**Grant Funding:** Received grant funding to provide additional security camera coverage along the campus perimeter.

**Anti-Bullying:** Hosted a screening of the movie “Bully” for students and staff as part of an anti-bullying campaign.

**Risk Management Services**

Risk Management Services administers five major University units - Business Continuity Planning, Environmental Health & Safety, Risk Management, Space Management and Workers’ Compensation. RMS also provides regulatory compliance training to University employees in areas relevant to its areas of responsibility.

**Sustainable Technology:** Worked with Engineering & Computer Science students to construct sustainable technologies (wind turbines, biodiesel production, storm water treatment systems, and a food-waste composter), completing a biodiesel production system. Testing will begin once power is connected, after which a batch of biodiesel will be produced for quality assurance tests.

**Automated BCP System Enhancements:** In conjunction with IRT, completed modifications to improve the automated Business Continuity Planning (BCP) system. The next iteration captures notification histories, in addition to other enhancements.

**Process Improvements:** Worked with Academic Affairs to simplify the Foreign Travel Insurance Program process, streamlining four forms in three different areas into one RMS form, thereby creating a one-step process via the online form; in addition, worked with the College of Business to structure travel for spouses of EMBA students.

**Automated Status Compliance Reports:** Began using Crystal Reports InfoViews, an enterprise application which automatically sends monthly e-mails to report employee compliance training status to Facilities Management. These reports assist managers in ensuring that employees are properly trained as required by regulation.

**Shared Training Resources:** Partnered with the state of California Department of General Services to acquire, free of charge, their web-based Defensive Driver Training course, for the campus and the CSU. On the campus, the course has been integrated and can be accessed via LearnerWeb. Efforts will continue to share resources across the CSU, UC, and with agencies such as General Services.

**Sports Club Insurance:** Worked with Student Organizations and Leadership staff to reorganize and change funding, limit membership and redefine sports clubs to enable them to purchase affordable mandatory insurance for sports clubs (Executive Order 1068).

**Sustainable Technologies:** Worked with Engineering & Computer Science students to construct sustainable technologies (wind turbines, biodiesel production, storm water treatment systems, and a food-waste composter), completing a biodiesel production system. Testing will begin once power is connected, after which a batch of biodiesel will be produced for quality assurance tests.

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**Sports Club Insurance:** Worked with Student Organizations and Leadership staff to reorganize and change funding, limit membership and redefine sports clubs to enable them to purchase affordable mandatory insurance for sports clubs (Executive Order 1068).
DEPARTMENTS AND UNITS/FUNCTIONS

ADMINISTRATIVE OPERATIONS - OFFICE OF THE VP/CFO
- 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 audits
- Investigative reviews and special audits
- External audit management
- Tax compliance
- Reporting of fiscal improprieties/fraudulent activities

BUDGET PLANNING & ADMINISTRATION
- Budget Maintenance and Reporting
- Budget Planning, Development and Mocion
- Campus Fund Compliance
- Capital Construction Project Finance
- Human Resource System Data Processing and Analysis
- University Budget Advisory Committee

BUSINESS & ADMINISTRATIVE SERVICES
- Reprographics & Mail
- Resource Management
- Strategic Planning & Quality Improvement
- University Transportation & Parking

FACILITIES MANAGEMENT
- Administration
- Facility Operations
- Sustainability and Plant Operations
- Housing Facilities
- Facilities Planning & Construction

FINANCIAL SERVICES
- Accounting
  - Accounting Services
  - Accounts Payable & Travel
- Procurement & Contracts
  - Central Receivings & Property Management
  - Student Financial Services Center
  - Hornet Ticket Office
  - One Card
- ASI Finance & Administration

PUBLIC SAFETY
- Administration
- Budget, Personnel & Emergency Preparation and Dispatch
- Police Operations
- Investigations & Training
- Fleet Management, CSO/CSS, Firearms, Events

RISK MANAGEMENT SERVICES
- Business Continuity
- Environmental Health & Safety
- Risk Management
- Space Management
- Workers’ Compensation

ADMINISTRATION AND GOVERNANCE

ABA ADMINISTRATIVE COUNCIL
- Mike Christensen
- Nancy Fox
- Kem Gravenberg
- Ali Izadian
- Abzi Stone
- Sarah Whyte

ABA MANAGEMENT COUNCIL
- Ronald Abbott
- Robert L. Anchorage
- Bena Arao
- Kevin Brisco
- Kendal Cheney-Buttermann
- Mike Christensen
- Gina Curry
- Nancy Fox
- Ali Izadian
- Susan Johnson
- Michael Kalstein
- Elena Larson
- Ming-Tung ‘Mika’ Lee
- Mark Leisz
- Christina Lothhouse
- Gina Lombardo
- Tony Lucas
- Todd McComb
- Richard Allen Mikeworth
- Kaye Milburn
- Mark Montalvo
- Antonio Nucal
- Daryn Ockey
- Alfredo Orozco
- Douglas Power
- David Rhodes
- Olga Rosander
- Camellia Sahn
- Adel Seabees
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