MESSAGE FROM THE PRESIDENT

Destination 2010 began in 2004 as a campaign to transform Sacramento State into a prominent metropolitan institution that could better serve the needs of the Sacramento region and improve the quality of what we offer to our students. To meet our goals under the initiative, we knew we needed to reinvigorate our campus on many levels.

As this report will demonstrate, the University’s Administration & Business Affairs division played a critical role in helping Sacramento State achieve many successes under Destination 2010. ABA’s involvement stretched across our campus, both through its own initiatives and the support it provided to other units, including financial and capital planning, budget transparency and construction and safety services.

The result is a more vibrant campus that is more conducive to teaching and learning and more appealing to visitors. The American River Courtyard offers students apartment-style living options in a dynamic setting with areas for study, relaxation and social activities. A new three-story, centrally located bookstore has improved convenience and access for the campus and local community. And the WELL, our state-of-the-art recreation and wellness center, is slated for completion this year.

These projects have led to a record number of students living on campus, while at the same time providing the amenities that will help us attract and retain future generations of students.

I hope you have the opportunity to come to campus and see these improvements for yourself – and thanks to ABA, we have made it easier for you to do that.

New comprehensive signage guides students, faculty, staff and visitors with ease around the growing campus, and expanded parking has dramatically reduced traffic congestion even during our busiest times of day. We also enhanced our University’s safety services in support of our belief that a welcoming campus begins with a safe campus.

ABA has worked very hard to make our University better, and I congratulate its staff for their accomplishments and commitment to our students.

Alexander Gonzalez, President

MESSAGE FROM THE VICE PRESIDENT

I am pleased to present the Administration & Business Affairs Destination 2010 Report, and to acknowledge the work of ABA in support of Sacramento State’s goals to create a dynamic and inviting setting for teaching and learning. I am grateful to President Alexander Gonzalez, whose inspiration and leadership were vital to the success of our endeavors. And I am proud of ABA staff members who, alongside campus partners, helped to shape the campus envisioned by Destination 2010. I would especially like to acknowledge Sarah Whyte and ABA’s Strategic Planning & Quality Improvement Office for the development of this comprehensive report.

ABA is one of the University’s largest divisions, encompassing a broad range of functions. Among the most visible are the University’s business and financial operations; police, safety and risk management services; physical plant operations; and master planning for capital development. However, behind the scenes, a multitude of department and unit level offices are at work, making things happen. Synchronizing ABA’s large and diverse workforce toward a singular vision required a great deal of commitment, creativity, and collaboration across all levels of the organization. This was accomplished through a vigorous change management program focused on teamwork, communication and accountability. A Balanced Scorecard strategic plan framed our efforts.

This report outlines ABA’s approach to planning and highlights our most significant outcomes. ABA’s contributions are visible everywhere -- from campus signage along paths and roadways, to modern learning facilities built for sustainability. Enhanced delivery options and operational improvements have increased the quality of our services and simplified access for students and others. And, the campus is a safer and friendlier environment thanks to community policing, safety programs and new technology.

Please join me in celebrating the many achievements that make Sacramento State a place of pride for our students and the community.

Stephen G. Garcia, Vice President for Administration & CFO
Introduction to Administration & Business Affairs (ABA)

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 and stewardship to ensure delivery of a quality product and the protection of University resources.

ABA DEPARTMENTS

- Budget Planning & Administration
- Business & Administrative Services
- Facilities Services
- Financial Services
- Risk Management Services
- Public Safety/University Police
- Vice President
  - Administrative Operations
  - Auditing Services
  - Strategic Planning & Quality Improvement

“Underlying ABA operations is a strong commitment to service and stewardship to ensure delivery of a quality product and the protection of University resources.”
Introduction To Destination 2010

The appointment of President Alexander Gonzalez in 2003 brought excitement and new possibilities to Sacramento State. After close to six decades, the University had established itself as a well respected institution and was ideally situated to shift focus, look ahead, and mark a place for itself in the Sacramento region and today’s rapidly evolving global environment.

Destination 2010 represented the president’s vision – for the transformation of Sacramento State into a recognized leader in higher education and a coveted choice among competitors. Balancing four areas critical to success, Destination 2010 focused on the University’s core mission of academic excellence, with reinforcement from strong student programs and a welcoming and dynamic campus, fully acknowledged as Sacramento’s premier University.

ABA’s contributions to the accomplishment of University Destination 2010 goals are significant. With responsibility for oversight of campus capital planning, design and construction, ABA played a key role in the development of the physical campus envisioned by Destination 2010. Behind the scenes, the division’s financial staff performed the analyses and planning to ensure success.

In addition, a customer focus and operational enhancements improved delivery of services to students and others in the University community. Process improvements resulted in faster and simpler transactions, as well as cost savings for the University and time savings for staff, students and other customers. Advanced technology and other measures vastly transformed business and safety services for students and employees.

Moreover, ABA aimed for transparency in financial and operational transactions, and responsible stewardship through training, communication and good business practices.

Now, in 2010, the transformation is evident. In this report, ABA proudly recounts its activities in support of the University’s Destination 2010 goals. For more information about the University’s Destination 2010 initiative, please visit www.csus.edu/destination2010.
Managing Change

To ease ABA’s transition through the administrative change process after years of constancy, Vice President Stephen Garcia initiated a division-wide change management program, with the ABA Governance Structure as its central organizing feature. Simultaneously, organizational gaps were identified and offset through a well considered reorganization of functions to meet the needs of the campus community. These measures set the stage for future challenges and opportunities.

The ABA Governance Structure organized staff professionals into five overlapping committees, each charged with distinct roles, but with common responsibility for improvements in customer service, communication and productivity to support Destination 2010 goals. The structure served as a vehicle for cascading information aligned with University and division goals through all levels of ABA.

The Governance Structure served as a powerful force for adaptation to change, and formed the foundation for a culture of information-sharing, whereby front-line issues, both operational and strategic, could be directly communicated and...
resolved between managers and staff. The inclusion of the vice president and senior managers as committee members emphasized teamwork and engendered mutual trust and loyalty.

Other benefits accrued from the structure. The frequent interaction of managers with each other, and of managers with staff, encouraged the sharing of best practices and promoted broader employee understanding of the diversity of ABA functions and the University. Inclusion of employees in planning and improvement efforts served to boost accountability and empower effective decision-making at all levels of the organization.

Ongoing occasions for staff involvement, learning and professional growth opened opportunities for the demonstration of talents, abilities and creativity and helped management identify internal candidates for consideration when hiring to fill gaps and for prudent succession planning. For more about ABA’s Governance Structure, see www.csus.edu/aba/destination2010/governance.only.htm.

Planning Strategically: A Balanced Approach

ABA managers identified the Balanced Scorecard (BSC) as the ideal framework for ABA’s Destination 2010 strategic plan. The BSC offered the ability to mix tangible with intangible assets, ensuring effective use of both human and financial resources. The BSC’s cause and effect dynamic presumes that improvements in one quadrant of the scorecard positively impact the others, with competent and engaged employees forming the foundation for process improvement, customer service and prudent stewardship.

ABA began its BSC strategic planning process in 2004, guided by the University’s Destination 2010 goals. A director of strategic planning and dedicated
planning committees led the process. Broad consultation was conducted with constituents to identify opportunities for improvement and with employees to gather front-line insights. A management team collaborated to develop the mission, vision and shared code of conduct, and a tagline – Supporting your success – articulated ABA’s role in support of the University’s academic mission.

Through consultation and a variety of exercises, ABA identified its essential strategic challenge as the provision of excellent customer service in a highly regulated environment where compliance requirements often conflict with expectations for service and flexibility.

ABA’s BSC Strategic Plan organizes division goals into four major perspectives -- People, Processes, Customers, and Stewardship & Image -- each representing an important measure of success for ABA. To assure deployment across the division, goal development was multi-phased, with input from not only top administrators and line managers, but all division staff. This process served to strengthen the goals, as well as their potential for accomplishment. The ABA Strategic Plan, outlined in the Strategy Map (see appendix) served as the guideline for development of ABA department goals and action plans, with a quarterly process for reporting progress. Long term goals were reviewed biennially, and alignment with the University’s identified priorities framed the annual planning process. In early 2008, ABA analyzed its plan to ensure alignment with the University’s strategic priorities introduced in December 2007.

For more information about ABA’s Destination 2010 Strategic Plan, visit www.csus.edu/aba/destination2010.
ABA COMMUNICATION & CONSULTATION

- **ABA governance and communication structure**
  - Strategic communication across the division
    - ABA Administrative Council (senior managers meet bi-weekly)
    - ABA Management Council (all division managers meet bi-monthly – input/info sharing)
    - ABA Destination 2010 Leadership Council (strategic planning team meets quarterly)
    - ABA Staff Professionals Team (VP and managers meet each semester – input/info sharing)
    - START (representative planning team links planning to operations – meets monthly)

- **ABA department/family staff meetings**
  - Strategic communication within departments/units

- **ABA division website**
  - Information-rich source for organizational, planning, policy & staff information

- **ABA FOCUS: ABA’s staff newsletter** (staff resources, information and appreciation)

- **ABA campus-wide Town Hall meetings**

- **Business Partners Roundtable & Business Matters at Sac State**
  - Quarterly strategic communication with the campus community

- **Facility planning process**
  - Involves residents and key players in capital planning

- **Customer Satisfaction surveys**
  - Annual input from constituents

- **Vice President’s and AVP meetings with deans & program center administrators**
  - Annual meetings to assess service levels

- **Vice President’s meetings with division vice presidents**
  - Monthly meetings to collaborate and assess service levels

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Sacramento State Strategic Priorities

1. Implement a strategically focused, campus-wide effort to improve recruitment, retention and graduation rates.
2. Create and sustain an organizational structure and culture that facilitates evidence-based decision-making and purposeful planning in all important endeavors.
3. Enhance campus-wide engagement in and responsibility for the resolution of complex issues and in the planning and implementation of campus policies.
4. Build a creative and vibrant learning community derived from the strength and vitality of our diverse campus.
5. Identify and develop interdisciplinary and cross-divisional initiatives with the greatest potential to strengthen our role as an engaged partner in the region.

To view Sacramento State’s complete Strategic Plan and a full description of strategic priorities, please visit - [www.csus.edu/spc](http://www.csus.edu/spc).
### ABA SUPPORT FOR DESTINATION 2010

**Foster Excellent Academic and Student Programs**

ABA’s mission and tagline reflect the division’s role in support of the University’s academic and student programs. ABA operations form an infrastructure that is critical for the fulfillment of the University’s mission. In addition, ABA emphasizes the “students first” philosophy and promotes the importance of staff support for the University’s students every day in every way.

Financial integrity and efficient business services, beautiful and functional facilities and grounds, community policing and workplace practices that keep the campus a safe place to learn and work are all essential for the sustenance of the University and its programs. ABA manages the performance of its operations with continual improvement in mind to meet the goals of the University’s academic and student programs, tendering friendly, functional and efficient services.

In 2004/05, ABA launched the web-based Your Money Matters, a dynamic tutorial to help students develop good money management skills. The nationally recognized program addresses topics such as spending and savings plans, credit cards and identity protection.

With a focus on Destination 2010 goals, ABA expanded its support for students even further, drawing upon the ingenuity of its staff. Through periodic team exercises, ABA staff members collaborated to identify a variety of ways in which they could go "above and beyond" to help students succeed. One new practice emanating from this process places division managers in key student gathering points during the first week of school to serve as informational resources.

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### PUBLIC SAFETY FAMILY

<table>
<thead>
<tr>
<th>BSC Perspective</th>
<th>Sac State SP or D2010</th>
<th>ABA Strategy Map Goal (Department goal will help advance this division goal)</th>
<th>Department Goal (Desired result)</th>
<th>Targets (Specific desired qualitative/quantitative outcomes)</th>
<th>Action Plan (Planned step-by-step approach)</th>
<th>Measures (How you will gauge success)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customers</td>
<td>Build a Welcoming Campus</td>
<td>Provide additional training for all employees in customer service / satisfaction and problem-solving</td>
<td>Implement a Customer satisfaction training program for all employees</td>
<td>Provide additional training for all employees in customer service / satisfaction and problem-solving</td>
<td>• Personnel Trained</td>
<td>• Perception of Quality Service by Customers</td>
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### BUDGET PLANNING & ADMINISTRATION

<table>
<thead>
<tr>
<th>BSC Perspective</th>
<th>Sac State SP or D2010</th>
<th>ABA Strategy Map Goal (Department goal will help advance this division goal)</th>
<th>Department Goal (Desired result)</th>
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<th>Action Plan (Planned step-by-step approach)</th>
<th>Measures (How you will gauge success)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customers</td>
<td>Create a Dynamic Physical Environment; and Develop Community Support</td>
<td>Develop a distinctive physical environment; and Promote ABA’s contributions towards achieving University goals</td>
<td>Obtain CSU Board of Trustees financing approval for the Recreation and Wellness Center</td>
<td>BOT approval by 10/08</td>
<td>• Submit final financial plan to Chancellor’s Office by 8/15/08</td>
<td>Fund from financing are deposited in construction account by 10/31/08</td>
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<tr>
<td>Customers</td>
<td>Develop Community Support</td>
<td>Promote ABA’s contributions toward achieving University goals</td>
<td>Continue annual publication of the Report of Budget, Expenditures and Financial Information</td>
<td>Publish 2nd annual report by 3/09</td>
<td>• Review report format with UBAC for changes/augmentations</td>
<td>Report is printed for distribution and published on the Budget website before 3/15/09</td>
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<tr>
<td>Stewardship &amp; Image</td>
<td>Develop Community Support</td>
<td>Maintain highest standards in financial and operational systems management; and build trust between ABA and our constituents</td>
<td>Integrate the campus budget information into one database. Use the database for campus budget development, management and reporting.</td>
<td>OSPA uses Cognos Module for 09-10 campus budget development process</td>
<td>• Work with IR&amp;T on project plan</td>
<td>Budget documents provided to President, Cabinet, VP’s and UBAC are produced from Cognos Budget Module</td>
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<tr>
<td>Stewardship &amp; Image</td>
<td>Develop Community Support</td>
<td>Maintain highest standards of financial and operational systems management</td>
<td>Upgrade functionality of financial system by migrating to CMS Finance 9</td>
<td>Go live on CMS Finance 9 by 4/09</td>
<td>• Follow established Finance 9.0 upgrade plan</td>
<td>End-user satisfaction with Finance 9.0 enhancements</td>
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<td>100% Completed</td>
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### SACRAMENTO STATE ADMINISTRATION & BUSINESS AFFAIRS FAMILIES

**2008/09 GOALS, ACTION PLANS & MEASURES**

**DESTINATION 2010**

**4TH QUARTER**

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**Goals for each ABA department and unit are deployed through detailed action plans, with progress reported quarterly.**
Across the division, ABA strives to provide students with opportunities for “real world” experience whenever possible. For instance, Reprographics offers low-cost printing services for Design Program students, guiding students in the preparation of print-ready graphic files. And, ABA is pleased to have enlisted College of Business students to develop its online Business Continuity Planning (BCP) application. This not only gave students a viable class project, but direction and oversight by the Associate Vice President for Risk Management Services, who guided the project to successful completion.

ABA DESTINATION 2010 BALANCED SCORECARD GOALS

<table>
<thead>
<tr>
<th>Customers</th>
<th>Stewardship &amp; Image</th>
</tr>
</thead>
<tbody>
<tr>
<td>Become a service-focused organization</td>
<td>Develop a distinctive physical environment</td>
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<tr>
<td>Processes</td>
<td></td>
</tr>
<tr>
<td>Facilitate access to campus services</td>
<td>Maintain a safe campus</td>
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<tr>
<td>People</td>
<td></td>
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<tr>
<td>Develop employee leadership skills</td>
<td>Support an engaged workforce</td>
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</table>

ABA’S SHARED CODE OF CONDUCT

- Talk positively about the University and each other
- Challenge the status quo
- Keep the big picture in mind - put the University first
- Foster teamwork - be responsive and lend assistance across unit lines
- Resolve conflicts and solve problems
- Communicate respectfully and appropriately, using the right medium, language and tone for the situation
- Settle differences by working directly with each other
- Inform each other of problems, share ideas and clarify issues when in doubt
- Ethics and integrity is our business - keep promises and meet commitments
- Make timely decisions
- Respect confidentiality

Build a Welcoming Campus

With a strong focus on competent employees who understand the higher education environment and the University’s diverse customers, ABA’s strategic plan focused on providing access to excellent service and creating a safe and dynamic environment for student learning. Below you will find information about ABA’s approach to this important endeavor and a summary of the most significant accomplishments.

People

People are the foundation of ABA’s Balanced Scorecard. ABA staff and managers represent not only the division’s largest expense, but its most valuable resource. ABA’s Destination 2010 goals are based on an engaged and competent staff, committed to ABA and University goals. Through staff development and engagement, ABA has built a strong foundation from which to accomplish its strategic and operational goals.
SUPPORT AN ENGAGED WORKFORCE

With some 350 employees in ABA, a strong sense of community was essential for the accomplishment of common goals. ABA's governance structure served as a platform for the routine and consistent sharing of knowledge, values and goals. And, ABA's Shared Code of Conduct, developed with input from all staff, established expected behaviors for ABA's community. Through the inclusion of staff, professional development opportunities, promotional considerations, and a variety of staff focused programs, ABA generated enthusiasm and engagement among division staff.

Some of ABA's most successful staff programs include: the ABA FOCUS Newsletter, websites focused on staff achievements, and routine opportunities for managers and staff to meet, share information and collaborate. For instance, each semester, staff members are invited for coffee and conversation with the vice president. Here, employees can voice concerns and pose questions without fear of reprisal. This has helped to diminish the insecurity, frustration and speculation that often occur within uninformed staff ranks.

To reinforce exemplary performance and achievements aligned with Destination 2010, ABA developed a robust recognition program that showcases and celebrates employees who demonstrate leadership, service, professionalism, and teamwork. The program, designed with input from staff, includes numerous opportunities for staff and managers to nominate peers, and for managers to recognize valued department staff and teams.

ABA celebrates employee achievements broadly, at division events, in its staff newsletter, and on its web pages. For example, ABA's recognition website
features ABA award recipients and Sac State alums. And, an online Professional Showcase recognizes ABA employees who have contributed to the campus, the CSU and the community through professional appointments and activities. In addition, to make it easy for employees to acknowledge collegial achievements publicly, ABA hosts an online Thank-You Blog.

DEVELOP EMPLOYEE LEADERSHIP SKILLS

Skilled and competent employees, the core of any organization, are especially critical for driving change initiatives such as Destination 2010. For a workforce as diverse as ABA’s, administering a training and development program to address the unique requirements of all employees was a challenge addressed through the collaborative identification of priorities.

Core compliance standards for all division managers emphasize ABA’s commitment to responsible stewardship. Department needs for compliance and basic skills training, including certification and licensing, were identified by department managers. For departments like Public Safety and Facilities Services, specialized training was delivered on issues relevant to these unique workforces. Division-wide training emphasized management and leadership development and other strategic goals, such as customer service, ethics and communications.

<table>
<thead>
<tr>
<th>Staff Training &amp; Development Priorities</th>
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<tbody>
<tr>
<td>1. Core compliance and ethics</td>
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<tr>
<td>2. Professional certification and licensing</td>
</tr>
<tr>
<td>3. Skills and competencies</td>
</tr>
<tr>
<td>4. Leadership and management development</td>
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<tr>
<td>5. Customer service</td>
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</table>

Focus on Leadership

Drawing on Sacramento State’s new tagline Leadership begins here, ABA focused on leadership as a fundamental skill for every employee. As such, development opportunities strengthened staff competencies, engendered decision-making skills, empowered front-line employees to better serve customers, and addressed a generational shift in the workforce. The approach capitalized on the skills and institutional knowledge of existing employees, providing opportunities for promotion, and shortening learning curves. Leadership skills were honed through attendance at leadership institutes, on-the-job training and other opportunities for exposure, such as attendance at administrative meetings and retreats.

Since 2004, ABA has provided leadership development for close to 30 division managers, through WACUBO’s highly-rated Executive Leadership and Management Institute (ELMI) at Stanford, and Sac State’s Leadership in Action Program. Other ABA staff professionals honed their management and communication skills through the WACUBO Business Management Institute (BMI), CSU 101, the Communication Excellence Institute (CEI) and other more specialized training workshops.

ABA is proud to report that, as a result of its training and development program, five of its current top level administrators were culled from within the ranks of ABA.
ABA SUPPORT FOR DESTINATION 2010

Core Compliance Standards for ABA Managers

1. Ethics Regulations & Conflict of Interest
2. Emergency Action Plan (EAP)
3. Injury/Illness Prevention (IIPP)
4. SEMS/NIMS/ICS
5. Harassment in Employment
6. Violence in the Workplace
7. Defensive Driving/Driving on University Business

In 2006, ABA began tracking all division training and professional development through a Learner Web application, establishing a training database for each division employee.

Processes

FACILITATE ACCESS TO CAMPUS SERVICES

ABA’s Destination 2010 goals sought to ensure easy access to services and enable students and others to conduct business in a timely and efficient manner. This meant a continual focus on improvement. Simplifying the University’s complex business environment was the primary objective, and this required effective communication to clarify processes and regulatory requirements. Alternative processes and service options were offered, whenever possible, and the use of technology and modern equipment vastly improved ABA’s capability to deliver high quality services and efficiently. A few of ABA’s most significant process and service improvements are described below.

Communication

ABA WEBSITE

ABA’s website was among the first to incorporate the University’s new Destination 2010 branding features. The website was structured to help ABA’s diverse communities easily locate information and services, through directories, contact lists, indices targeted to each of ABA’s primary audiences, and a comprehensive site index. ABA’s website also provides a “fillable” forms library, regulatory information, and links to governmental authorities. In addition, the site hosts a dedicated Destination 2010 section, along with pages devoted to the ABA governance structure and staff recognition and professional activities. Capital construction websites detail project plans, and live project webcams promote transparency and allow viewers to watch the latest campus projects in action. ABA has begun work on an ATI accessible web format, and expects to complete the transition in 2010.

BUSINESS PARTNERS ROUND TABLE AND BUSINESS MATTERS AT SAC STATE

Since 2005, The Business Partners Round Table has served as ABA’s principal communication channel to campus business associates. Through quarterly presentations, the Round Table has increased understanding of the University’s complex regulatory structure for ABA’s campus partners. The two-way communication format has also helped ABA tailor and streamline operations with valuable input from users. Business Matters at Sac State is the related online policy reference library containing documents to help business partners stay abreast of changes. These programs support ABA’s goals of promoting responsible stewardship and building constituent trust.
Operational Improvements
ABA uses a variety of methodologies to assess and improve operations and services, including: customer feedback, reviews and audit findings, LEAN practices, process mapping, and identification of model practices. ABA has made countless improvements through the simple identification and elimination of unnecessary waste, a variety of streamlined processes, automation, and equipment upgrades. Below you will find a few of ABA improvements that have helped ABA reach its goal of providing accessible services for students and other constituents.

ONLINE SERVICE OPTIONS
- Online electronic payments allowing flat rate debit or electronic checks (e-Payment)
- Online direct deposit (e-Refund)
- Online parking permit purchase with “next day” express delivery
- Online parking citation processing, payment and appeal
- Online OneCard deposit capability (Hornet Bucks)
- Digital Reprographics storefront
- Online library of ABA electronic fillable forms
- Electronic index of campus building and utility drawings
- Expanded ProCard flexibility with CMS tracking

ENHANCED SERVICES
- New installment payment plan for students
- OneCard confidentiality and security features
- Expanded OneCard merchant options
- High-quality, low cost color digital printing
- State-of-the-art multi-function digital photocopiers with networking capability

EXPANDED FEATURES
- New Hornet Express Shuttle routes to Light Rail, Folsom Hall and Upper Eastside Lofts

MAJOR TECHNOLOGY INITIATIVES
- Common Management Systems (CMS): With primary support from ABA, the University’s integrated technology project reached major milestones, expanding user capabilities and improving the ability to track and report data. The following accomplishments reflect activity through July 2008.
- Financials
  - Financials upgrade to Version 8.4 – November 2004
  - Conversion to web-based CMS – 2004/05
- Human Resources
  - Self Service – July 2005
  - Upgrade to 8.9 – May 2006
- Student Administration
  - Recruiting – September 2006
  - Admissions – October 2006
  - Records and Transfer Credit capability – December 2006
  - Financial Aid – March 2007
  - Enrollment – June 2007
  - Financials – June 2007
  - Advising – October 2007
Across ABA, efforts to streamline processes have been continuous, as automation provided opportunities for faster response, reduced paperwork, and more effective communication.

Cognos: In 2008, ABA partnered with IRT to implement Cognos, with a software database linked to CMS. Combining “data warehousing” and “business intelligence,” Cognos simplifies data structures, and intuitive reporting tools enhance interfaces to deliver meaningful data to users. The Cognos environment significantly improved the University’s budget development, management and reporting capabilities, in support of the University’s emphasis on data-based decision-making.

Ad Astra: The implementation of Ad Astra Schedule, an online class, exam and event scheduling software integrated with CMS, has significantly improved the ability of users to obtain facilities information and assignments. System features include:
- Online access for viewing scheduled activities and room features
- Online management and update of classroom assignments
- Online management of final exam schedules
- Convenient and accessible reporting data through CSLink and Cognos

This is a noteworthy improvement for ABA’s Space Management Office which, in 2008, scheduled close to 10,000 academic and CCE credit classes, 6,000 final exams, and more than 26,000 campus and community events—a total of almost 42,000 transactions—all with a three person staff.

AiMS: In 2008, Facilities Services converted an antiquated work management system to the new Intelligence in Asset Management (AiMS), providing more flexibility in the manipulation and retrieval of data and improved access control. The user-friendly desktop application enables staff users to monitor dashboards and build customized, robust queries, with faster processing of information. This has improved the campus’ ability to meet Chancellor’s Office reporting requirements.

In July 2008, the reorganization of information technology services under the University’s new Chief Information Officer (CIO) resulted in transfer of the CMS project and staff to the Information Resources & Technology (IRT) division.

Streamlined processes
Across ABA, efforts to streamline processes have been continuous, as automation provided opportunities for faster response, reduced paperwork, and more effective communication. Process mapping tools have been used to identify and eliminate unnecessary document review and approval steps.

In 2008, to emphasize the responsibility of each ABA staff member for reducing waste, ABA START (Strategy Team: Achieving Results Together) introduced LEAN to ABA’s full staff, facilitating team exercises to brainstorm strategies for waste reduction. Suggestions from staff included: streamlining a variety of cumbersome processes; electronic scanning, use of shared drives, and other uses of technology to reduce paper consumption; electronic storage of documents to reduce paper files; standardization through the use of templates; communication through electronic bulletin boards; and one-stop supply centers or supply exchanges across units and departments.

Operational improvements have often resulted in cost savings and processing time as well. For instance, postage costs have dropped with the provision of online options for refunds. And the transition from purchase to lease of campus photocopy machines has not only replaced aging equipment with new, but is expected to save around $80,000 per year. In addition, the annual maintenance cost for Facilities Services’ new work management system is lower by $10,000 than previous years. Yet another example is the anticipated energy cost savings of $50,000 per year to be achieved through the closure of parking structures and lots during non-peak times, a practice begun in 2009.

MAINTAIN A SAFE ENVIRONMENT
ABA goals and action plans emphasize the importance of safety, a significant factor in attracting students,
faculty and staff. Upgrades and enhancements in technology, services, and processes span the departments of Public Safety and Risk Management Services.

**Public Safety**

**COMMUNITY POLICING**

ABA is proud to report that an increase in patrols since 2004 has made Sacramento State’s safe campus even safer. Over the period reported, Part I and Part II category crimes included in the Chancellor’s Report have dropped by over 50 percent. These aggregates include, for instance, vehicle thefts, which went from a high of 40 in 2003 to a low of 8 in 2008. Public Safety staffing increases (one sergeant and two police officers) have made two officer shifts possible, with both on duty during any given time, 24 hours a day, seven days a week. In addition, a new bicycle program and increased foot patrols places officers around buildings and on campus pathways to create a more visible presence. Campus police officers have built strong relationships with campus residents through the practice of community policing. This program introduces officers to the campus community through (sports-type) cards and the Adopt a Building program.

In 2006, to deter burglaries and theft of state and personal property during semester breaks, Public Safety partnered with Facilities Services personnel, who reported suspicious incidents and unsecured doors. Since implementation of this program, thefts and burglaries have been reduced to one report of stolen personal property during the breaks.

To augment its police force, the Community Service Officer (CSO) Program trains student CSOs to patrol campus parking lots and parking structures, walk pathways and patrol labs, buildings and residence halls. CSO vigilance has resulted in several arrests and has likely deterred countless potential crimes.
Operations Center personnel. Since 2004, the department has delivered in excess of 3,000 safety presentations, boosting the ability of faculty and staff to respond effectively in emergencies. In addition, Public Safety’s presentations for residence hall students, and at parent-to-parent orientations, have increased safety awareness and helped students develop better crime prevention and safety skills.

Allied Agency Interoperability Training

In 2008, Sacramento State’s police force partnered with the Sacramento Police Department to conduct active shooter exercises on campus. This collaboration strengthened preparedness skills and processes and promoted a teamwork approach to mitigation of a variety of potential events, such as the shooting at Virginia Tech.

Campuswide Evacuation/Emergency Preparedness Drill

Since 2006, Public Safety has conducted single buildings evacuations to test readiness and ensure that all building coordinators have viable plans and experience in responding to an emergency. In 2009, Sac State conducted its first campuswide exercise, during which approximately 3,500 persons were successfully evacuated.

TRAFFIC CALMING PROJECT

In 2005, Public Safety undertook a traffic calming project in partnership with Facilities Services, University Parking & Transportation Services and the Sacramento Police Department, engineering a study of locations and conditions where safety might be compromised.

The project, modeled after law enforcement prototypes, resulted in a variety of improvements. These include: standardized plans for consultation and communication; installation of signs, radar speed units and traffic delineators to prevent unsafe and illegal turns; and a process for coordinated efforts to station officers and others at critical points, conduct observations and issue traffic advisories and warnings and citations. In 2009 road undulations, flashing lights, pedestrian signs and crosswalk signs were installed to slow traffic at numerous critical points around the campus. Work on this project is ongoing.

TECHNOLOGY

Since 2004, the strategic application of technology has significantly improved the Police Department’s ability to deliver services to the campus community. The department’s most high-profile projects are described below.

Computer Aided Dispatch System & Enterprise Automated Records Management System

The introduction of a state-of-the-art Computer Aided Dispatch (CAD) with Enterprise Automated Records Management has brought Sacramento State’s police department into a new era. Providing for automated workflow of the policing process from officer reports, investigations and supervisory management, all the way to trend analysis, the new system streamlines and simplifies all aspects of reporting. And, enhanced fidelity of data allows crime pattern mapping and trending.

The SKYMAR’s satellite uplink provides the campus with an emergency communications system backed up to all CSU networked police departments, and integrates the University’s Avaya Communication System with police radios, enabling police dispatchers to efficiently and reliably respond to campus emergencies. Many additional features provide: remote access; recording, playback and redial; audio call typing; call-waiting, retrieval and display of caller identification and location identification; wireless, conferencing ability; and screen-pop officer safety information from the database, based on the ANI Information.
Building Coordinator Radio System
Through a system-wide grant that provides funding for interoperability during a crisis, the University purchased and installed a VHF radio system designed to provide links between the campus police department and all building coordinators. This link serves as a backup communications mechanism in the event of evacuation or campus-wide emergency.

Emergency Notification System (ENS)
In 2006, Sacramento State began a review and upgrade of its emergency notification process, launching a new system in 2008. Developed by Public Safety in partnership with Public Affairs and IRT, the system accelerates and automates the notification process, with capacity for immediate text-messaging and e-mailing information on critical incidents. The new ENS augments other processes, including PBX broadcasting messages to telephones; emergency telephones; the emergency web page; and the campus radio station, KSSU 1580.

RISK MANAGEMENT SERVICES
Assessing and managing risk effectively is of vital importance to any large enterprise. ABA’s focus on safety begins with planning — to reduce vulnerability, mitigate losses, and conserve resources. The consolidation of risk-related functions was the first step in building an effective program. The new Risk Management Services Department encompasses and integrates risk management, environmental health and safety, business continuity planning, and campus space management.

Risk Management
The professional risk management function focuses on general and occupational safety and insurance programs that extend active risk management efforts across the University. New programs since 2004 include a student professional liability insurance program, the student academic field experience for credit liability insurance program, and a standardized field trip release for use by faculty.

Risk Management personnel provide valuable advice and counsel hundreds of times every year on every imaginable type of activity and program.

Perhaps the most significant accomplishment over the past few years is the integration of risk management principles and methods into the fabric of programs campuswide. RMS has become a trusted partner and contributor in the planning and design of construction and other campuswide projects, student internship programs, travel and training programs for Athletics and Recreation & Sports, and an advisor on space utilization and student housing issues.

Business Continuity Planning
ABA’s efforts in 2004/05 marked Sacramento State one of the first in the CSU to complete a comprehensive campus-wide risk assessment and business impact analysis. Following this phase of the Business Continuity Plan (BCP), RMS developed a set of strategic initiatives and created and implemented the first of its kind electronic BCP development/tracking system, now considered a model among campuses. In addition, the department created the first campus-wide Pandemic Plan, designing and delivering training to campus departments.
and units. The assignment of a BCP coordinator position is indicative of ABA’s commitment to effective emergency planning operations and safety services at Sac State.

**Environmental Health & Safety**
With primary responsibility for campus health and safety compliance, Environmental Health & Safety (EH&S) stays abreast of changes in regulations, revising programs; creating and delivering compliance training; monitoring hazard exposures; and auditing work areas. Since 2004, EH&S has implemented a variety of improvements, including:

- Implementation of new Safe Work Practices (SWP) – safety training tools for OSHA compliance;
- Development and revision of web-based training safety programs, such as:
  - Injury & Illness Prevention Program
  - Emergency Action Program
  - Radiation Safety and
  - Hazardous Waste Handling
- Implementation of EPA regulated programs, such as:
  - Storm Water Plan
  - Wastewater Plan and
  - Universal Waste Program
- Creation of a variety of databases for managing activities and statistics, and for tracking regulatory compliance, including:
  - Audit Tracker
  - Industrial Hygiene and EH&S Statistics databases
  - Incident Tracker
  - BCP database
- Upgrade of LearnerWeb, with a user-friendly interface, and numerous new features

**BUILD TRUST BETWEEN ABA AND OUR CONSTITUENTS**
Transparency in higher education has never been more critical, as the public demand for information increases with the rising cost of education. ABA’s oversight of the University’s finances and countless compliance requirements frequently place division staff members in positions of leadership when it comes to University stewardship. To help build a foundation of trust with University constituents, ABA initiated many transparent processes with an emphasis on ethical behavior and accountability. ABA also developed educational programs to help campus partners understand the regulatory parameters within which the University must operate.

**University Budget Task Force & University Budget Advisory Committee**
Beginning in 2006, key ABA financial managers were assigned to support the President’s University’s Budget Task Force, and subsequently the President’s University Budget Advisory Committee (UBAC), providing technical expertise to a team of administrative, faculty, staff and student representatives from across the campus. The continuing provision of data, analysis, and guidance in the navigation of complex budgetary structures by ABA’s Budget Planning & Administration (BPA) Office has helped to clarify the University’s complex financial structure across constituent groups and engender mutual trust. In addition, to promote financial transparency and better inform its internal and external constituents, BPA developed a comprehensive website, with links to the most current budget information, activities and discussions. For more information, go to – www.csus.edu/aba/budget/ubac.htm.
Annual Report of Budget, Expenditures and Financial Information

Another way in which ABA promotes transparency is through the University’s Annual Report of Budget, Expenditures and Financial Information. The first published report, developed by ABA’s Budget Planning & Administration Office for the 2006/07 fiscal year, organized and simplified the University’s financial data for presentation to University constituents and the public. Annual reports are posted on ABA’s BPA website to reach the widest audience – www.csus.edu/aba/budget/.

Compliance Training

Since 2006, ABA has partnered with University Human Resources to clarify the University’s complex regulatory environment through training for campus employees. The Manager’s Toolkit and Compliance Workshop, tailored to University employees with business, environmental, safety and records management responsibilities, have helped managers, analysts and others across the University better understand the stewardship role of every University employee.

Business Partners Round Table

Established in October 2005, ABA’s Business Partners Round Table provided the ideal forum for ABA to communicate with campus business partners. The Round Table, focused on topics ranging from budget, finance and accounting to purchasing, audits, tax and risk management, has built a strong cadre of informed constituents and trusted partners, boosting the University’s ability to meet compliance standards.

Strategic Communications

ABA’s strategic communications process, developed in 2008, outlines strategies for effectively communicating in advance of projects that may impact the campus community. The process, which includes identification of project assumptions, principals, best communication methods, timelines, and appropriate talking points, ensures feedback from involved constituents.

Customers

**BECOME A SERVICE FOCUSED ORGANIZATION**

To create the welcoming campus of Destination 2010, an emphasis on customer service was critical. But, ABA would need to address the challenge of providing excellent service in a highly regulated and complex environment. To compensate for the inherent inflexibility of its governmental nature, ABA focused on friendly, responsive and respectful interactions and effective communication of the University’s regulatory restrictions.

A division-wide customer service program, with full staff participation, helped to identify customers and their expectations of each of ABA’s diverse departments and units. Staff provided input to help develop strategies that would sustain a consistent focus on customer service at the unit level on a day-to-day basis. As a result, every ABA Staff Professional understands that first impressions are often formed from front-line service providers, and that quality service is fundamental to the creation of a welcoming campus. ABA emphasized training opportunities to enhance staff understanding of
ABA supports a dynamic physical environment through its role in campus facilities management and capital development. This is central to the University’s Master Plan and the Destination 2010 initiative. Sacramento State’s Destination 2010 initiative brought with it a capital improvement program of unprecedented proportions, placing ABA in a key position to help the University achieve its goal of creating a destination campus. Since its inception, Destination 2010 has driven the development of multi-million dollar projects, including a student-focused information resources center; a modern reader-friendly bookstore; a 3,000-space parking structure; a 600-bed apartment style student housing complex; a showcase football/track field house; and an innovative joint Recreation/Wellness facility, adding more than 1.6 million square feet to the campus. Remarkably, ABA accomplished these improvements without the addition of Facilities Services staff, more specifically, the Planning and Construction Services team.

ABA’s involvement in the three phases of capital development is full scale. During the first phase, planning, the team develops the project scope, budget, funding mechanism, and schedule. Beginning with the project conception, ABA’s primary focus is on the needs of the program, while developing feasibility studies, detailed budgets, financial pro-forma, project schedules, project justifications, site surveys, and consultant contracts. This careful planning analysis strengthens viable projects for future development.

Customer Service Initiatives

- Focus on employee customer service training
- Department customer service strategies
- ABA Guide to Services
- Customer friendly and accessible ABA website
- Annual customer satisfaction surveys
- Online department surveys (Facilities Services)
- Point of service surveys (Public Safety)
- Annual meetings with college deans and senior administrators (VP and senior staff)
- Monthly VP to VP meetings
- Business Partners Round Table and Business Matters at Sac State
- Managers Toolkit and other informative training for internal customers

Create a Dynamic Physical Environment

With primary responsibility for the management of campus facilities and grounds, and the development of the capital campus aligned with the University’s master plan, ABA’s role in the accomplishment of this significant Destination 2010 goal was central. Whether you consider the new campus signage that has vastly simplified campus navigation, the construction of facilities to meet the needs of current and future students, or the development of a beautiful, serene landscape for learning, ABA’s contributions to the building of a destination campus are remarkable.
future development and evaluates non-viable projects and their impact on valuable University resources. The team typically evaluates 200 to 300 University and auxiliary projects annually.

If funding is approved, ABA departments and units begin the design phase of the project. Working with the University community, the Chancellor’s Office and design professionals, ABA works to ensure proper functionality and effectiveness, adequate infrastructure, safety, aesthetics, accessibility, sustainability, value and efficiency. Per California Public Contract Code, the ABA team competitively bids work to ensure effective use of public monies. Formal bids demand significant coordination, consistency, and communication with the contracting community.

The final capital development phase is construction. Once bid, the team is involved in design/contract compliance, inspections, construction accounting, project management/reporting, coordination with University activities, access, and material testing. With millions of public funds at stake, the team fights to ensure proper installation and timely responses to changes in the field.

ABA’s senior administrators assure that appropriate consultation is conducted and notifications made before presentation of proposals to approving agencies that may include, for instance, the CSU Board of Trustees, Department of Finance, University Facilities Planning Committee, housing or auxiliary review boards, Land Use committees, the city of Sacramento, and the Public Works Board.

Below you will find a description of Sacramento State’s capital outlay projects completed since 2004, with the most impact on Destination 2010 goals.

Customers
DEVELOP A DISTINCTIVE PHYSICAL ENVIRONMENT
The Sacramento State campus is distinguished by its beautiful tree-covered grounds and its location adjacent to the Sacramento River. Destination 2010 capitalizes on the University’s picturesque environment to build the state-of-the-art facilities, and promote sustainability in its construction and remodeling processes.

Way Finder Signage
A welcoming campus is, first and foremost, inviting and easy to navigate. The Way Finder project, a 3-year undertaking to design and install comprehensive and consistent signage across the campus, now guides the campus community and its visitors with ease around the vast and increasingly complex system of roads and walking paths. Way Finder signage greatly improved the ability of vehicles and pedestrians to locate campus services, and was significant in matching student Design Program talent with staff expertise. The final system component, installed in 2008, was the information kiosk containing the campus map/directory, current campus information and an area for student notices. Total project cost was $638,000.

Bike Path
A safer bike path and the addition of bike lockers helped to promote the University’s sustainability goals by facilitating cycling as a form of alternative transportation. Completed in January 2008, the project included the relocation of utilities, new
signage, paving, striping, seeding, site clearing and demolition. Funding for the project was provided by a grant from the California Department of Transportation. Total project cost was $787,000.

**Major Capital Outlay**

**ACADEMIC INFORMATION RESOURCE CENTER**

Sac State’s Academic Information Resource Center (AIRC), completed in 2005, is the University’s round-the-clock hub for technology activities. Designed as a state-of-art facility to meet the growing academic technology needs of the campus, the facility at over 100,000 square feet, contains classrooms, interactive learning and computer laboratories, study areas, and office space, along with the main data center and telecommunications switch for the campus. Built of pre-cast panel and a window wall system, the multi-exterior skin includes metal profile panels and aluminum store front and curtain wall to complement its high tech profile. Funded with general obligation bonds, the building design by Dreyfuss & Blackford Architects was approved by the Board of Trustees in March 2002. McCarthy Builders constructed the building. Total project cost was $24 million. AIRC contains an award-winning sustainable HVAC design, which provides greater flexibility for controlling system changes and reducing maintenance costs.

**TELECOMMUNICATIONS INFRASTRUCTURE**

The Telecommunications Infrastructure Upgrade provided cable, fiber, conduit and cable vaults between buildings to expand and improve communication rooms and distribution pathways within buildings and media network transmission devices in various areas. It also expanded the telecommunications switching center and upgraded the utility tunnel distribution system capacity. Inter-building pathways were upgraded for eight buildings and the Central Plant, and intra-building systems were improved in nine buildings. These improvements included high speed data networking, multi-media, distance learning and advanced communications system. Designed by Electrical Design Consultants, Helix Electric was the project’s general contractor. Schematic plans for the project were approved by the Board of Trustees in August 1997 and it was completed in November 2005. Funded by general obligation funds, the total project cost was $12 million.

**PARKING STRUCTURE III**

Parking Structure III, completed in January 2007, provided 3,200 parking spaces in a 5-story, 6-level structure. At close to 1 million square feet, the structure vastly reduced parking problems on campus, and provided centralized parking near the stadium, the University Union, the Alumni Center and the future recreation center. Parking Structure III was designed by International Parking Design and constructed by McCarthy Builders. Trustees approved plans for the structure in July 2003, with funds provided through general obligations bonds. The total project cost was over $43 million.
ELI & EDYTHE BROAD FIELD HOUSE

Completed in July 2008, the Eli & Edythe Broad Field House was the first phase of the joint Recreation Wellness facility that will serve as the gateway to the southern side of the campus and the sports complex. At two-stories and over 26,000 square feet, the new field house is home to training and meeting rooms, office space and lockers for intercollegiate football and men’s and women’s track and field teams. The schematic design, by Ellerbe Becket, was approved by the Board of Trustees in March 2006. Project construction by Allen Bender was funded with donations and UEI bond sales for an approximate total cost of $11 million. Designed by Hornberger + Worstell, the facility is under construction by McCarthy Builders, with an anticipated completion date of October 2010. The Well project has been enrolled as a LEED certified building, with LEED Gold status anticipated upon completion.

RECREATION/WELLNESS CENTER (THE WELL)

The Well, once complete, is expected to enhance the educational program for students by providing a wide-range of out-of-classroom experiences. The two-story sports and recreation center at the south side of campus, with approximately 151,000 square feet, will offer diverse activities and social experiences for students. Integrating the recreation center and health center under one roof, the center will include ball courts, an indoor elevated running track, a climbing wall, a fitness center, locker rooms, along with medical services, patient care and laboratories, and administrative space. The Board of Trustees approved design plans in May 2007. Funding for the project came from CSU systemwide revenue bonds and student approved University Union fees. The total cost for the facility, once complete, will be close to $72 million. Designed by Hornberger + Worstell, the facility is under construction by McCarthy Builders, with an anticipated completion date of October 2010. The Well project has been enrolled as a LEED certified building, with LEED Gold status anticipated upon completion.

HORNET BOOKSTORE

Centrally located near the University Union and Parking Structure II, the 93-thousand square foot, three-story bookstore, completed in July 2007, provides expanded space for books, retail space, a storage warehouse and administrative offices. Schematic plans for the new Hornet Bookstore were approved by the Board of Trustees in July 2004, with funding provided by combined University Enterprise, Inc. (UEI) reserves and CSU revenue bonds. Designed by Dreyfuss & Blackford Architects, the building was constructed by Roebbelen Contracting. Third floor tenant improvements, bid as a separate project, were done by C & C Construction. Total project costs were approximately $23 million. The new bookstore released space in the former bookstore for much needed classroom and office space.
An essential component of campus life is residential living. To attract more student residents to Sac State, the new American River Courtyard was proposed as the first phase of the University's plan to develop attractive apartment-style living accommodations. With four stories and over 200,000 square feet, the new residence hall boards 600 students. The facility also houses a conference center, lounge and study spaces, laundry facilities, a mailroom, and retail space with “grab and go” food and beverages. The design, by Mogavero + Notestine Architects, was approved by the Board of Trustees in May 2006 and completed by Brown Construction in 2009. CSU systemwide revenue bonds and housing reserves were used to fund the $55 million project. The project was awarded Leadership in Energy and Environmental Design (LEED) Gold status. LEED is a ratings system developed and administered by the U.S. Green Building Council. A “green” building reduces negative environmental impacts and improves occupant health and well-being.

INFRASTRUCTURE II
Facilities Services completed the Infrastructure Phase II project in four separate phases:

Sewer System
Expansion and renovation of the existing sanitary sewer system and installation of a 35,000 gallon storage tank that collects and meters the flow into the city of Sacramento system. The project was designed by Electrical Design Consultants, with general contracting by Tidelands Construction. Completed in October 2007, the project cost was $5.6 million.

Steam, Chilled Water Site Work
Replacement and extension of underground piping or steam, condensate and chilled water systems to serve existing and future buildings. Engineered by Electrical Design Consultants with Perryman Mechanical as the general contractor, the project was completed in October 2007, for a total cost of $4.4 million.

Fire Alarm
Replacement and upgrade of fire alarm systems ensured that the campus complied with current codes. Fire alarm devices were installed in Amador, Capistrano, Lassen, Riverside, Sacramento, Sequoia, Shasta, Solano, Tahoe and Yosemite Halls and Parking Structure I. Engineered by Electrical Design Consultants with work completed by general contractor Vanden Boss Electricas, the project was completed in March 2008 for $2.4 million.

Central Plant Boiler Replacement
Central Plant boilers equipped with low emissions controls and burners were replaced to meet code requirements. Engineered by Electrical Design Consultants with Division 5-15 as the general contractor, the project was completed in March 2008 at a total construction cost of $2.6 million.
MINOR CAPITAL OUTLAY PROJECTS

SOKIKU NAKATANI TEA ROOM & GARDEN
Sacramento State’s Tea Room & Garden was funded by a donation in honor of Sokiku Nakatani, a student and teacher of the Chado way of tea. Constructed at the University Library using traditional materials and construction techniques, the Tea Room & Garden was completed in May 2007 at a cost of $343,000. Sacramento State is now the proud host of tea ceremonies for the campus and community visitors.

CALAVERAS HALL WRITING CENTER REMODEL
The existing writing center in Calaveras Hall was completely renovated to upgrade the quality of lighting, finishes and furnishings. A new service counter was provided as well as an upgraded lounge and conference room for the instructional staff.

BENICIA HALL CLASSROOM REMODEL
In the summer of 2008, ABA and IRT partnered to complete the construction of a 110-seat classroom in Benicia Hall, incorporating technology improvements. This became the model for future campus-wide EIT upgrades for all campus classrooms. Features include a fully integrated instructor podium with controls for projection screens, lighting, and audio visual equipment. The project cost was $136,000.

SMART CLASSROOM UPGRADES
In 2009, following the Benicia Hall remodel, the campus upgraded 17 classrooms to incorporate new user-friendly state-of-the-art technology. Upgrades include new lighting and high-definition projectors and screens, as well as audio, video, and lighting controls in or near a new second-generation instructor podium, with projector controls and audiovisual inputs and fully accessible and adjustable for height. Upgrades included a variety of repairs and updates where needed, including paint, carpeting, ceiling tiles, new lighting and controls, new window coverings, and replacement of chalkboards with larger whiteboards. Special data jacks are now available for students who need hearing accommodations and, in rooms with tiered seating, the obsolete projector booth was removed, allowing for more seating in the classroom. The cost of this multi-year project to date is $1.5 million.
The acquisition of a new state-of-the-art dispatch communication center required relocation, remodeling and expansion of Public Safety facilities. The project included installation of new light fixtures, a service counter with bullet-proof glazing, and a secure storage area for lost and found items. The women’s restroom was also remodeled to provide a private women’s locker room.

Develop Community Support

With responsibility for stewardship of the University’s resources, ABA has a role in assuring that the University meets its regulatory compliance requirements, operates with integrity and is accountable to the public it serves. While assuring that the University is compliant while simultaneously providing quality service to the University’s constituents, ABA is working to build public trust and encourage community support.

Promote Responsible Stewardship

As an agency of the state of California, the University is governed by a complex regulatory structure. ABA’s stewardship goals are critical to the maintenance of public trust and the University’s goals for community support.

Helping campus business constituents understand their roles as stewards promotes individual accountability and prudent practices across the institution. With that in mind, ABA implemented a variety of measures to help campus personnel stay abreast of compliance requirements.

To provide easy, desk-top access to information about the University compliance framework, ABA organized its website with links to regulatory requirements, including policies and procedures, and governing documents.

To reinforce its commitment to stewardship, ABA developed and delivered training for campus constituents with fiduciary and other regulatory responsibilities. Finally, establishment of the Business Partners Round Table was successful in attracting partners from across the University to quarterly meetings where changes and updates to regulations and policies are discussed.

### Promoting Stewardship

- ABA website
- ABA Business Partners Round Table
- Compliance training
  - Emergency Response
  - Environmental Health & Safety
  - Ethics
  - Records Management
  - Risk Management
- Emergency preparedness training
- Business continuity training
- Violence in the Workplace training
- Personal safety and preparedness (Active Shooter Preparedness)
- Workplace safety

### Maintain the Highest Standards in Financial and Operational Systems Management

**Auditing Services**

Organizationally housed in ABA with dotted line reporting to the president, University Auditing Services provides ongoing consultation and guidance to help the campus comply with tax laws and regulatory requirements, use funds appropriately, and establish business practices and procedures to assure operational integrity. In
addition to campus compliance and investigative audits and operations and performance reviews, the unit coordinates all external audits and acts as the liaison between auditing agencies and campus personnel. Auditing Services serves as the campus resource on policies, laws, and regulations, providing analysis, assessments, evaluation, research, advice, and information. This may include Unrelated Business Income Tax (UBIT), taxability of employee fringe benefits, and consultation on a variety of other tax and compliance questions. See Appendix D for a list of audits conducted beginning in 2004/05.

Common Management Systems
ABA launched the initial implementation of the CSU-mandated Common Management Systems (CMS), providing the University's first integrated technology system that included financial, human resource and student applications and enhancements. Supported by ABA's internal technology resources, including the Business Information Systems (BIS) group and led by a project manager reporting to the vice president, the project reached significant milestones during its organizational tenure in ABA. As a result, the campus has improved access to information and enhanced tracking and reporting capabilities. See Page 15 for details.

Revenue Management Program
ABA played a leadership role in development of the CSU-mandated Revenue Management Program (RMP) at both the system and campus levels. The RMP represented a wholesale re-engineering of financial processes, policies and procedures, but granted campuses new authority to deposit fees into trust funds, creating significant opportunities for improvements, particularly in year-end closing and GAAP reporting. With RMP, ABA has the ability to manage fee collections to optimize investment earnings for the campus and expenditures can be made without an official state of California budget.

ABA financial managers helped to develop system-wide RMP standards and trained financial staff across the CSU. At the home campus, ABA departments examined processes to ensure segregation of duties and appropriate custodianship roles.

Common Financial System Project
With a dedicated financial manager assigned to the design team for the CSU-mandated Common Financial System (CFS), ABA had a unique opportunity to help shape financial structures for the entire CSU. A new shared chart of accounts and consolidated data base will deliver a common application and financial reporting solution for the CSU’s 23 campuses and the Chancellor’s Office, increasing efficiencies, saving costs, and adopting a common language aligned with Generally Accepted Accounting Practices (GAAP), state of California and Financial Information Record Management System (FIRMS) reporting.

Trust Foundation Transition
In January 2006, the University Foundation at Sacramento State (formerly the CSUS Trust Foundation), transferred administration of its financial services from University Accounting Services to University Enterprises Incorporated (UEI). The transfer created greater synergies in financial stewardship for the two auxiliaries with similar tax,
accounting and operational structures. Coordinated by ABA’s associate vice president for financial services, this successful transition offered more efficient and effective auxiliary management, and allowed the University to focus on its own unique accounting needs.

**GAAP Reporting**
The preparation of the annual financial reports using GAAP has grown significantly over the past six years. For a full-scope audit, the Prepared-By-Client (PBC) schedules have grown from 82 items in 2004 to 144 in 2009, a 75 percent increase in the number required for stand-alone financial statements. ABA and the University Controller are proud to report that, despite the increase in workload, the campus continues to submit its financial statements on-time. This enables the Chancellor’s Office to consolidate with other campuses and report to the CSU Board of Trustees in a timely manner.

**Cost Allocation**
Beginning in 2004/05, the associate vice president for Business & Administrative Services initiated a review of the University’s cost allocation process to ensure the University’s compliance with Executive Order (EO) 753 (superseded in 2007 by EO 1000). The review focused on developing a model that was simple, equitable, and defendable, and incorporating cost allocation for services to campus auxiliaries and enterprise organizations. In 2007/08, a revised methodology was introduced to the campus modeled after that developed by the CSU Financial Officers Association (FOA). The methodology was implemented in 2008/09.

**Records Management Program**
Over the past few years, maintenance and preservation of records has become a significant area of focus for many reasons. Regulations, such as Sarbanes-Oxley, have become stiffer, with penalties assessed for non-compliance. And, the proliferation of electronic documents, which are also subject to regulatory compliance, has added a new and complex dimension to record keeping. With oversight of the University Records Management Program, ABA’s executive assistant to the vice president developed a records management training and communication program, including a comprehensive website to convey both the importance of records management and the University’s mandates. ABA hopes that these measures will provide campus partners with a reliable source of information and help to lower the University’s legal risk and audit costs.

**University Policy Manual**
With administrative responsibility for the online University Policy Manual, ABA’s executive assistant to the vice president coordinates the process for updating the manual website, ensuring the appropriate approval and timely posting of University policies. In 2006/07, under the leadership of the associate vice president for Business & Administrative Services, ABA completed a major revision of the online manual, with development and conversion of websites and policy templates to meet the University’s new web design standards. In 2007/08, ABA collaborated with IRT to redesign the site in line with Accessible Technology Initiative standards developed policy manual guidelines and launched a comprehensive policy review process.

**Sustainability**
Sacramento State’s long-standing commitment to sustainability is well recognized, and many of the University’s environmentally-friendly practices were put into place by ABA, including recycling, energy conservation, alternative transportation, environmentally-friendly purchasing, storm and wastewater management, and risk management. Moreover, ABA has led efforts to apply Leadership in Energy and Environmental Design (LEED) standards in all new construction projects.

Following the issuance of state of California Assembly Bill 32, the 2006 Global Warming Solutions Act and the CSU’s Executive Order 987, ABA has led efforts to integrate and promote sustainability practices across campus. Activities range from a standard “green” post in the weekly campus bulletin to a variety of revised
practices in food service, purchasing, chemical use, energy conservation and recycling.

**SUSTAINABILITY COMMITTEE**

Established in 2007, the University’s Sustainability Committee was charged with development of strategies to promote economically responsible sustainability practices. Chaired by ABA managers, the committee meets monthly to discuss progress. A few of the committee’s accomplishments include:

1. Development of a marketing strategy;
2. Identification of the University’s comprehensive sustainability programs;
3. Creation of a University sustainability governance structure;
4. Development of a comprehensive sustainability website stating the University’s commitment and describing its focus ([www.csus.edu/green](http://www.csus.edu/green));
5. Development of strategic priorities for University sustainability;
6. Development of a database (with a web-dashboard interface) for viewing progress in real time.

In 2008, to better manage the University’s sustainability efforts, Recycling and Energy committees were designated as subcommittees of the Sustainability Committee.

**Recycling Committee**

Established in April 2008 to identify waste diversion opportunities, improve recycling and reuse, and reduce depletion of the earth’s resources on campus, the committee has made and continues to develop innovative strategies.

**Energy Committee**

The long-standing campus Energy Committee has made, and continues to make progress in energy reduction efforts across campus.

Internally, ABA operational programs have developed successful sustainability practices and continue to set ambitious sustainability goals.

**RECYCLING PROGRAM**

Each year, under ABA’s leadership, the University’s recycling program diverts more and more waste from the landfill through its recycling program. In 2007/08, for instance, almost 10,000 tons, or 84 percent of total University waste, was diverted, a 22 percent increase over 2006/07, and more than 32 percent over 2005/06.

In November 2008, ABA introduced desk-side mini-bins, an innovative method to reduce the total volume of trash collected. At the same time, the University simplified the recycling process by

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Percent of waste diverted compared to total campus waste. Increase in 2007/08 can be attributed to large volume of demolition materials. In 2008, the calculation method was revised and the value is now determined by the California Integrated Waste Management Board, based on typical recyclable weight as a percentage of total waste tonnage.
moving to mixed recycling, which allows all recyclables in one bin. In March 2009, the University placed 50 pairs of new tamper-proof recycling bins on campus to beautify the campus and reduce scavenging. For more information, visit – www.savethatstuff.com/collectmixed.php.

ENERGY PROGRAM
Since 2004, the University has reinforced its commitment to energy savings, first converting to flue gas boiler re-circulation and programmable logic controllers as a way to reduce air pollutants and maximize fuel efficiency. As a further energy saving measure, steam traps are now monitored, tested, repaired and replaced throughout the heating season or off-season, if repairs are significant. This initiative reduces steam waste as a result of faulty equipment, which causes boilers to operate at a higher rate.

Thanks to the efforts of ABA’s Facilities Services Department in partnership with campus colleagues, the University was recently granted $8 million in American Recovery and Reinvestment Act funding for a joint Smart Grid project. Read more about this project in the On the Horizon section of this report.

Stewardship & Image

BUILD TRUST BETWEEN ABA AND CONSTITUENTS

Campus and Community Relationships
DISTINGUISHED PARTNERS
To support the University in achieving its goal of strengthening relationships with the local and regional Sacramento communities, ABA makes every effort to develop partnerships with the local community. Some of ABA’s most distinguished relationships include:

- Collaboration with the Sacramento Sports Commission and local and federal police agencies to provide 24-hour security coverage for the 2004 U. S. Olympic Track & Field trials;

Energy Use per Square Foot

As reported in AASHE Survey: Square footage represents university and auxiliary facilities, including parking structures. To adjust for minimal energy use in parking structures (electricity for lighting), square footage is calculated at 7 percent of total. Energy use includes gas and electricity – KwH of electricity have been converted to Btus and included in total.
Partnership with SMUD, Los Rios, the
Department of General Services, and the
College of Engineering, among others, on a joint
Smart Grid pilot project at Sacramento State;
Participation with local law enforcement
agencies and community members to assess
hate crime trends in the Sacramento region,
through the Greater Sacramento Area Hate
Crimes Task Force.

ABA recognizes the value of its distinguished
partners through the presentation of awards at ABA
ceremonies held throughout the year.

CONTRIBUTIONS TO CAMPUS
AND COMMUNITY

ABA supports a variety of community activities
through membership and attendance at events.
The vice president is a member of
the Hispanic Chamber of Com-
merce and attends the Cham-
ber’s annual awards banquet.
Furthermore, ABA supports the
Joseph Serna Scholarship Program
through attendance at the annual
award banquet.

Professional Support to
Sacramento State, the CSU
and External Agencies

ABA managers and staff are active
participants in campus and CSU
activities, contributing professional
support and expertise on many
system-wide initiatives. For example,
in 2008/09, the bursar and director of

Student Financial Services assumed a secondary role,
acting as the interim director of finance for Associated
Students, Inc., while recruitment for a new director was
conducted. Other managers contributed time and
expertise to the CSU system-wide Revenue Manage-
ment System project as members of the development
team and instructors for system-wide financial staff.

The following professional support activities are
just a few of many undertaken by
ABA personnel.

- California Awards for Performance Excellence
  (CAPE) Examiner
- CSU Chief Administrators and Business Officers
  (CABO) Chair
- CSU Common Financial System (CFS) Project
  Design Team Member
- CSU Emergency Preparedness Task Force
  (SWEPT) Member
- CSU Facilities Management Conference Steering
  Committee Member
- CSU Quality Improvement Planning
  Committee Chair
- CSU Quality Improvement Steering
  Committee Chair
- WACUBO Site Coordinator
On The Horizon

ABA’s journey to 2010 has been exciting and gratifying. As we celebrate the achievements that have helped to make Sac State a better place to live, to learn and to work, we are looking ahead to the next set of challenges and opportunities.

Budget reductions have had a significant impact on the University and on ABA, and the near-term forecast is for a continuing downward pattern of financial challenges. ABA has overcome growing shortages through dedication, focus, teamwork and ingenuity, accomplishing goals with enthusiasm and success. It is important, at this juncture, to look ahead to the next set of challenges and opportunities, and to maintain momentum, as we continue our focus on building the campus of the future.

ABA will best support University programs and goals by remaining flexible and open to opportunities, while retaining its emphasis on responsible stewardship and the provision of a safe and accommodating campus, quality service, and a competent and dedicated staff. While the next year or two will likely sharpen our focus, our current plans for upcoming projects include those described below.

Financial Systems Management

ABA will be engaged in a phased implementation of the CSU-mandated CFS project through 2011. Conversion of the University’s chart of accounts is near completion, and Sac State will serve as a “test” campus for ProCard, chargeback and other modifications. Once testing is complete ABA’s financial staff will be involved in implementation, which will require testing, coordinating and revision of business processes to reflect modification standards.

Stewardship & Service

ABA will play a key role in helping the University discover effective strategies to address continuing budget shortages through continuing support for the President’s University Budget Advisory Commit-
On the Horizon

ABA serves on the University Budget Advisory Committee (UBAC), the University Strategic Planning Council (SPC), and University Advancement efforts.

Internally, ABA managers will be challenged to maintain services and operations with staffing shortages and reductions in operational budgets. Stewardship and compliance remain ABA’s highest priority, but quality services and efficient operations are no less fundamental. To meet these challenges, ABA will identify carefully considered priorities for resource allocation, and continue its focus on customer service, process improvement, automation and collaborations across University divisions. ABA has already joined forces with other CSU campuses, to create synergistic relationships that will result in efficiencies and savings across the system.

To address the University’s public accountability role, ABA will continue to emphasize performance and transparency through the delivery of financial information in easily accessible and understandable formats. And ABA is currently in the process of developing a division dashboard, identifying key indicators of performance in critical areas of importance, such as safety, sustainability and compliance.

Sustainability

ABA is proud of the efforts of staff who ensure adherence to sustainable practices throughout the design and construction phase of all new campus building projects. This commitment to sustainability is already paying off. Through SMUD’s Savings by Design program, the University was awarded $74,331 for the efficient design of its new student housing complex, American River Courtyard, which exceeds state energy standards by 34.8 percent. This award will be deposited to a trust for future residence housing conservation projects.

ABA is pleased to have been an active participant in the development of Sacramento’s Smart Grid project grant proposal, which resulted in funding through the American Recovery and Reinvestment Act (ARRA). A joint venture with Sacramento Municipal Utility District (SMUD), California Department of General Services, and the Los Rios Community College District, the project will help Sacramento expand its comprehensive regional smart grid. As home to the California Smart Grid Center, Sac State and ABA’s Facilities Services are excited at the prospect of their future role in this project.

With both a practical and idealistic approach, ABA will continue to provide leadership for campus sustainability efforts and to develop operational programs such as recycling, energy use, alternative transportation, purchasing, and wastewater management.

Campus Physical Environment

With completion of the Recreation & Wellness Center in October 2010, the University will have added six new facilities to the campus and made countless other improvements to the physical plant. In addition, the recently acquired Folsom Hall will undergo tenant improvements in 2010 to prepare for Nursing, Audiology and other academic programs.

The current economic climate is unlikely to favor continued growth in the short-term, and because of this, the maintenance and repair of aging facilities becomes paramount. The Pacific Partners Index indicates a widening gap in funding and deferred maintenance needs. ABA will continue to work toward narrowing of the gap between the University’s deferred maintenance needs and operational programs.
ON THE HORIZON

Deferred Maintenance refers to the practice of postponing maintenance activities such as repairs, and is a growing problem for colleges and universities across the nation. Maintenance competes for funding with other programs and is often deferred because appropriations are not available or are redirected to other priorities or projects. Maintenance which is deferred because of insufficient funding may result in increased safety hazards, poor service to the public, higher costs in the future, and inefficient operations.

Allocations include Capital Renewal funds received from the CSU Chancellor’s Office.

Deferred Maintenance

![Deferred Maintenance Chart]

and allocations. To begin this conversation, ABA has developed reports on the University’s debt capacity, deferred maintenance needs and capital outlay requirements for review by the University president, the CSU executive vice chancellor for Business & Finance, and the Chancellor.

In the coming year, Facilities Services will perform routine maintenance repairs on building roofs in 2009/10 to extend their lives until they can be replaced. And, roadways degraded as a result of water intrusion, wear, and tear will be resurfaced and repaired.

Sacramento State has identified several important capital projects for future development, which will be revisited and resumed once economic conditions improve.

Science Complex

The planned 81,000 square foot complex will add not only lecture space, but a science museum and planetarium, as well as modern laboratories, and office space for the science and math disciplines.

Placer Ranch

The proposed site of a satellite campus on more than 280 acres of land gifted by venture philanthropist Eli Broad, the Placer campus would offer undergraduate and graduate programs at Placer Ranch in fields related to the Capital Region’s growing employment needs.

Ramona Village

The village, planned for location at the 25-acre former site of the California Youth Authority on Ramona Avenue is estimated to encompass more than 400 homes, a community center, a childcare facility, parks and neighborhood businesses.

Event Center/Arena

The arena, planned for a location east of the stadium, will fill an important niche in the Sacramento Region, which lacks a mid-sized venue. The Arena is currently envisioned at 160,000 square feet, with 6,000 to 8,000 seats for events such as intercollegiate basketball, volleyball, commencement and concerts.

Safety Services

ABA will continue its focus on safety and emergency services through the refinement of organizational structures, and through the continual assessment and improvement of existing programs. ABA has several ongoing efforts to infuse safety into all facets of campus operations, including a review of the University’s recently launched Emergency Notification System, and work with the CSU Risk Management Association and regional public safety units to diminish the University’s exposure to risk.

Support for CSU Initiatives

As a dedicated partner with the CSU and sister campuses, ABA will continue its involvement in projects and initiatives to provide better educational programs for students and improve business processes and access to services. This means support for improved technologies and higher student retention and graduation rates. ABA is already engaged with regional campuses to explore best practices, collaborations, and other innovative ways to improve services and save precious resources.
Appendix A: The ABA Organization

A variety of organizational changes since 2004 have helped ABA address workforce challenges and respond to campus needs and priorities. For example, the push to resolve the University’s structural budget deficit and emphasize transparency led to the need for a distinct Budget Planning & Administration department with a high-level of expertise and ability to converse with all levels of the University’s diverse constituencies. Concerns for workplace safety, increasing regulatory compliance requirements, and the spiraling cost of litigation called for creation of an integrated Risk Management Services department. A focus on change management and planning for Destination 2010 resulted in the establishment of a dedicated Strategic Planning & Quality Improvement unit. Organizational emphasis was placed on functions with rising significance, such as records management. Department functions were combined to save resources and capitalize on synergistic relationships, such as those between purchasing and accounting. And, a new Business & Administrative Services department merged two separate departments under one manager, eliminating an MPP position, and integrating cost recovery operations with the division’s resource management and strategic planning functions. Finally, the division realized significant savings with the development of internal talent to replace an outgoing senior administrator.
## ORGANIZATIONAL DESCRIPTION

Administration & Business Affairs (ABA) is one of the University’s chief administrative support divisions, providing integrated and comprehensive business, financial, operational and logistical support to students, faculty and staff. ABA also has responsibility for operation and maintenance of campus facilities and grounds, police and safety services, and the University’s capital planning, design and construction program. ABA encompasses the following functional departments:

- Budget Planning & Administration
- Business & Administrative Services
- Facilities Services
- Financial Services
- Public Safety
- Risk Management Services
- Vice President
  - Administrative Operations
  - Auditing Services
  - Strategic Planning & Quality Improvement

### Organizational challenges:

With considerable responsibility for stewardship of the University’s resources, ABA has a role in assuring that the University meets its compliance needs, operates with integrity and is accountable to the public it serves. Our greatest challenge is in assuring that the University meets its regulatory requirements while simultaneously providing continual quality service to our client populations.

These challenges are exacerbated by rapidly changing and increasing regulatory and operational compliance requirements and their impact on an already overworked staff.

In some areas, particularly police and safety services, ABA struggles with employee turnover and retention of skilled personnel, where market salaries exceed expected salary hiring ranges.

Finally, many of ABA’s operations and services rely heavily on equipment and technologies. In a climate of budget scarcity, ABA is challenged to implement needed replacement and upgrades to provide competitive and satisfactory services to customers. ABA’s self-support activities are most disadvantaged in this area.
### Key Services

#### Office of the Vice President

**Administrative Operations**
- Executive administrative operations services for the Vice President /CFO
- IRA Advisory Committee technical support
- Special projects
- University Policy Manual
- University Records Management program

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

#### Strategic Planning & Quality Improvement
- ABA strategic planning and assessment
- CSU Quality Improvement (QI)
- ABA Strategic Communications
- ABA Training Programs

#### Budget Planning & Administration
- Budget planning, development and allocation
- Annual Budget and Expenditure Report
- Construction finance pro formas
- University Budget Advisory Committee (UBAC) support

#### Business & Administrative Services
- ABA cost recovery
- ABA resource development
- ABA strategic planning and assessment
- Mail services (including UPS and DSL)
- OneCard services
- Parking and alternative transportation
- Photocopier services
- Reprographics (printing and bindery)

#### Facilities Services
- Administrative services
- Customer service
- Major and Minor Capital Outlay
- Construction planning, design and construction
- Facilities maintenance
- Integrated waste management
- Utilities management and conservation
- Moving services
- Grounds and landscape
- Custodial services
- Automotive services

#### Financial Services
- Accounting, cash management and investments
- Accounts payable, travel and moving expenses
- Accounts receivable
- ASI financial operations
- Asset management
- Central receiving and shipping
- Contracts and bid services
- Financial Aid disbursement and loan management
- Financial reconciliation, review and reporting
- General accounting (controller)
- Invoicing and collections
- Payments and reimbursements
- Procurement Card program
- Purchasing
- Student Financial Services Center (bursar)
- Vendor/contractor insurance certifications

#### Public Safety
- 911 and Blue Light systems
- Administrative services
- Closed circuit TV
- Crime prevention and safety
- Crime reporting and records
- Criminal investigations
- Community Service Officer (CSO) Program
- Disaster preparedness and emergency response
- Dispatch and communication operations
- Emergency Operations Center
- Evidence collection/preservation
- Fire and panic/Intrusion alarm monitoring
- LiveScan services
- Lost and found services
- Night Escort services
- Police operations
- Speakers Bureau and Residential Life Liaison Program
- Training (crime prevention, safety, NIMS/SEMS)

#### Risk Management Services
- Business continuity planning
- Environmental health & safety
  - Audits and inspections
  - Disaster preparedness
  - Environmental compliance, training and tracking
  - Laser safety
  - Medical monitoring
  - Occupational safety
  - Radiation safety
- Risk management
  - Risk review and analysis
  - Insurance program management
  - Claims investigation, management, settlement
  - Driving on University Business program and database
  - Field trip guidance for departments and faculty
  - Recovery of campus property losses
- Space management
  - University facilities scheduling (indoor/outdoor)
  - Space planning, allocation and inventory
Appendix B: The ABA Governance Structure

ABA Administrative Council

<table>
<thead>
<tr>
<th>Office of the Vice President and Chief Financial Officer</th>
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<tbody>
<tr>
<td>Vice President and Chief Financial Officer</td>
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<tr>
<td>Administrative Operations</td>
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<tr>
<td>Executive Assistant to the Vice President</td>
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<tr>
<td>Auditing Services</td>
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<tr>
<td>Director, Auditing Services</td>
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<tr>
<td>Budget Planning &amp; Administration</td>
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<tr>
<td>Associate Vice President,</td>
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<tr>
<td>Budget Planning &amp; Administration</td>
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<tr>
<td>Business &amp; Administrative Services</td>
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<tr>
<td>Associate Vice President,</td>
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<tr>
<td>Business &amp; Administrative Services</td>
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<tr>
<td>Senior Director, Transportation &amp; Parking</td>
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<tr>
<td>Facilities Services</td>
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<tr>
<td>Associate Vice President,</td>
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<tr>
<td>Facilities Management</td>
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<tr>
<td>Financial Services</td>
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<tr>
<td>Associate Vice President,</td>
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<tr>
<td>Financial Services</td>
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<tr>
<td>Director, Student Financial Services Center and University Bursar</td>
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<tr>
<td>Public Safety</td>
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<tr>
<td>Director, Public Safety &amp; Chief of Police</td>
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<tr>
<td>Risk Management Services</td>
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<tr>
<td>Associate Vice President,</td>
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<tr>
<td>Risk Management Services</td>
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<tr>
<td>Strategic Planning &amp; Quality Improvement</td>
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<tr>
<td>Director, Strategic Planning &amp; Quality Improvement</td>
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Administrative Council

Purpose: The ABA Administrative Council serves as an advisory body to the Vice President and Chief Financial Officer. Information is disseminated through this body, and it is expected that members of the Council convey this information to managers and staff of their individual ABA families – Budget Planning & Administration, Business & Administrative Services, Facilities Services, Financial Services, Public Safety, Risk Management Services and the Vice President for Administration, which includes Administrative Operations, Auditing Services and SPQI.

Confidential information is to be handled accordingly, and is shared for the purpose of keeping members of the Council aware of potential issues that could affect operations. Members of the Council should be active participants by providing agenda items (at least two days prior to the meeting), and sharing operational issues, customer concerns, status of projects and other matters pertinent to ABA. Members of the Council are expected to discuss issues among families and attempt to resolve them prior to the Council meetings or involvement of the vice president. Issues involving particular areas should be brought to the attention of the responsible administrator prior to approaching the vice president.

Charge: ABA Administrative Council members are expected to be proponents for change to assist in the development of a culture of service, efficiency and professionalism in Administration & Business Affairs, through the support for and advancement of the concepts listed below. It is the responsibility of each member to keep their respective staff members informed on key issues and directives given at each meeting and the rationale behind them.

- Placing the University and students first in all activities and decisions
- Teamwork with each other and other campus units
- Effective internal and external communication
- Professional development of staff and self
- Process improvement and streamlining of operations
- Feedback from constituent groups and customers
- Measurement of performance and assessment of progress through defined performance measures
- Effective use of technology applications to enhance productivity and service levels
- Flexibility to meet University needs
- Effective use of the financial and human resources

Meeting Schedule: Meetings will be held every other week and will coincide with the President’s Cabinet meetings.
Leadership Council

**Purpose:** The ABA Destination 2010 Leadership Council will be the key leadership group for initiating, implementing, and enhancing the ABA Change Management Program, which includes Strategic Planning. This encompasses a variety of activities that promote cultural change to meet the evolving needs of the campus, employee productivity, morale and communications, and advice on other matters brought forward for consideration. The ABA Destination 2010 Leadership Council serves as an advisory group to the vice president and CFO and the ABA Administrative Council on matters pertaining to division operations and campus services.

Members of the Destination 2010 Leadership Council are expected to be active participants in meetings and submit agenda items one week prior to each meeting. Members are held accountable for communicating issues to family professionals, for sharing family input with Council members and for promoting ABA initiatives at the family level.

**Charge:** The ABA Destination 2010 Leadership Council is charged with recommending a program structure to consistently effect positive change in Administration & Business Affairs toward a professional, efficient and service-oriented workplace. Collectively and individually, the Council will act as a resource for the ABA Administrative Council, the Management Council, and the ABA Staff Professionals Team with regard to improvement methodology. Through honest analysis based on communication and awareness, the Council will monitor the effectiveness of programs and recommend adjustments. It is the responsibility of each Council member to keep their respective staff members informed on key issues and directives given at each meeting and the rationale behind them.

**Meeting Schedule:** Meetings will be held twice annually and additionally as needed, and will take the place of one of the ABA Administrative Council meetings.

*START (Strategy Team: Achieving Results Together) is ABA’s primary staff planning group, with members acting as liaisons to division staff. A subgroup of the ABA Destination 2010 Leadership Council, START consists of one staff representative from each ABA family and four Management Council members. START is responsible for identification of issues for discussion and for facilitating implementation of action plans in partnership with the Council, especially those related to staff programs. START is chaired by the director of Strategic Planning & Quality Improvement.

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**ABA Destination 2010 Leadership Council**

<table>
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<tr>
<th>ABA Administrative Council Members</th>
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<tr>
<td>ABA START* Members</td>
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<tr>
<td>Management Professionals**</td>
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<tr>
<td>(one ABA manager at-large)</td>
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</table>

**Management professionals will rotate on an annual basis, with an attempt at equal representation of ABA families.**
ABA Management Council

**Purpose:** The ABA Management Council will serve as an advisory group to the vice president and the ABA Administrative Council on all matters pertaining to the ABA division’s operations and delivery of customer service.

Input from members is expected, and dissemination of critical information to staff will be conveyed through this group regarding changes in policies and procedures, mandates, employee programs and other matters brought forward for discussion. The ABA Management Council meeting forum will be used to convey directives and information for implementation from the President’s Office and Cabinet. It is the responsibility of each member to keep their respective staff members informed on key issues and directives given at each meeting and the rationale behind them.

**Charge:** Support and carry out programs developed to effect positive change through:

- Two-way communication (with Destination 2010 Leadership Council and Staff Professionals team)
- Fostering teamwork
- Modeling professionalism
- Respecting colleagues, subordinates and the organizational structure
- Providing appropriate training and professional development
- Gathering feedback and analyzing processes for improvement
- Measuring performance and assessing progress

**Meeting Schedule:** Meetings will be held every other month and will take the place of one of the ABA Administrative Council meetings.

ABA Staff Professionals

**Purpose:** The ABA Professionals Team, consisting of all ABA managers and staff, serves as an advisory group to the vice president and CFO and the ABA Administrative Council, providing input on the operations of the division from the unit perspective. The vice president will use the ABA Staff Professionals (division) meeting forum to communicate critical information from the president or President’s Cabinet, divisional changes and program and budget information. The forum will also provide opportunities for staff and manager input to the vice president on matters that concern them, and/or suggestions to improve the division’s productivity and customer service, customer service programs, etc.

**Charge:**

- Work as a team
- Think creatively about work
- Foster an attitude of service
- Communicate your ideas
- Respect your colleagues
- Develop your professional profile

**Meeting Schedule:** The ABA Professionals Team will meet at least once every semester or as necessary to convey and receive information on University operations.
ABA Administrative Council Member Profiles

The ABA Administrative Council is the vice president’s senior advisory group. Comprised of his direct reports and other key division personnel, members provide advice and counsel to support the vice president’s role as one of the University’s senior executives. The Council works cohesively to promote a culture of service, efficiency and professionalism in the ABA division, and to advance established standards of conduct and performance. Through consistent and effective communication with division staff, the vice president and his senior team ensure the highest levels of service and support for the University community.

Stephen G. Garcia began his service to Sacramento State in 2004, with his appointment as vice president for administration/CFO. The university’s chief financial and business officer, Garcia provides leadership for the division of Administration & Business Affairs (ABA) and its functional families -- Budget Planning & Administration, Business & Administrative Services, Facilities Services, Financial Services, Public Safety, Risk Management Services and the Vice President/CFO, which includes Administrative Operations, Auditing Services and Strategic Planning & Quality Improvement. In addition, the VP/CFO has fiscal oversight of the University’s auxiliary and affiliate organizations.

Garcia is one of the University’s executive administrators, serving on the President’s Cabinet in support of the president’s leadership role, especially where matters of business, finance, safety and compliance are concerned. As a member, he also provides guidance for the University’s facilities infrastructure and capital planning and construction projects.

As the vice president for administration, Garcia has played a key role in shaping the campus to meet the goals of Destination 2010; and, with the president, has led the development of a comprehensive sustainability program for the campus.

Before coming to Sac State, Garcia served as CFO and vice president for Finance and Administrative Services at California State University, San Marcos. Prior to that, he was vice chancellor for Finance, Information, Technology and Administrative Services for Pima County Community College District in Tucson. Other appointments include: assistant vice chancellor, Accounting and Fiscal Services, University of California, Irvine; and vice chancellor, Business Operations and Fiscal Services, Rancho Santiago Community College District, Santa Ana, California.

Garcia also served as assistant superintendent and branch director levels at the Long Beach and Los Angeles Unified School districts and in various capacities at other K-12 school districts.
Appendices

As the executive assistant, Kem Gravenberg serves as the vice president’s chief of staff, providing executive level administrative operations support services to inform decision-making for the vice president and his executive team. Gravenberg facilitates the development and review of division and University policies and leads and directs the University Records Management Program, providing guidance to ensure compliance with CSU system and state regulations. In addition, she provides comprehensive services for special projects and initiatives and manages the division process for ABA appointments to University committees.

The executive assistant serves as the vice president’s representative on University and CSU system committees, and in the campus and external community, cultivating relationships in support of his public relations role.

Gravenberg was previously the coordinator of Management Services and Special Projects.

In June 2010, Mario Ruiz assumed the associate vice president position on an interim basis, replacing Ronald Richardson who served in the position for four years, before which he was the director of Planning, Design & Construction for 25 years. Ruiz was previously the director, Custodial, Grounds and Landscape Services.

The associate vice president is responsible for administration of the University’s facilities programs. Facilities Services is the organization responsible for campus plant operations and maintenance, and consists of a number of departments and shops that collaborate on a daily basis to maintain a safe, clean and accessible campus for faculty, staff and students. The term “facilities” refers to all the buildings, grounds, walks, roads, parking lots, and utility systems owned by the University. Facilities Services departments include: Administrative Services, Automotive Services, Custodial Services, Customer Service, Facilities & Utilities, Facilities Planning & Construction, and Grounds & Landscape Services.

The associate vice president administers and monitors a general operating budget of $14 million, including construction budgets of $200 million for the Recreation Wellness Center, Student Housing, deferred maintenance, minor capital and major capital outlay projects. Through the efforts of approximately 200 dedicated employees, Facilities Services maintains 300 acres of improved grounds and about 3 million square feet of building area. The staff is comprised of accountants, architects, automotive mechanics, building service engineers, boiler operators, carpenters, computer technicians, controls programmers, construction managers, custodians, customer service representatives, drafting technicians, energy specialists, electricians, estimators, equipment operators, facilities mechanics, gardening specialists, grounds workers, irrigation specialist, locksmiths, movers, painters, pest control specialists, planners, plumbers, recycling and integrated waste workers, sheet metal workers, clerical, administrative and management staff.
On September 1, 2009, Dan Davis replaced Kenneth Barnett as the University Police Chief. Barnett retired after over eight years in his role of chief, and with close to 20 years service in sworn positions in the department of Public Safety, including lieutenant, sergeant and officer in the department.

Davis served as Second in Command/Lieutenant for eight years prior to his appointment. For 16 years before that, he served with San Francisco State University’s Police Department.

Sacramento State’s Chief of Police is the senior law enforcement officer, responsible for oversight of the University Public Safety/Police Department, a fully sworn and POST certified police agency, with over 80 employees and an annual operating budget of $3 million. 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; LiveScan and lost and found services; consultation and coverage for special projects and events; and dignitary protection. The Chief also oversees ancillary safety services, such as emergency and disaster preparedness, emergency communications, and fire control.

In addition, the Chief provides leadership to the department for the delivery of “service based” programs, working in partnership with the University community that includes faculty, students, staff and administrators. He is also the campus advisor on law enforcement, security, emergency and crime prevention issues, and oversees the coordination of inter-agency efforts as they relate to the University.

The Chief is the University’s liaison with external public safety agencies and community organizations, especially the city and county of Sacramento. With a focus on the highest levels of excellence for the department, all officers maintain regular contact and involvement in the professional law enforcement community and public safety organizations.
Abbi Stone  
ASSOCIATE VICE PRESIDENT, BUSINESS & ADMINISTRATIVE SERVICES

As the associate vice president for Business & Administrative Services, Abbi Stone provides leadership and managerial oversight for a collection of key University and division services, including: University Parking & Transportation Services, Mail Services, Reprographics, the OneCard Program, Photocopy Services, division budget planning and management, ABA strategic planning and quality improvement; and a variety of special projects. Stone has primary responsibility for advising and making recommendations relative to these programs, and the division, where budget and overall University objectives, policies, and strategic planning are concerned.

Stone serves as the administrator-in-charge and signature authority for the vice president in his absence. She also serves on various University-wide committees as a member or committee chair on his behalf, or as a division representative.

Stone previously served as assistant vice president, Administrative Services, and director of Administrative Services for Facilities Services. Before coming to Sacramento State, Stone was the director for resources and special projects at CSU, San Marcos.

Stacy Hayano  
ASSOCIATE VICE PRESIDENT, BUDGET PLANNING & ADMINISTRATION

Stacy Hayano is the associate vice president for Budget Planning & Administration (BPA), with responsibility for planning and administering the University budget. As associate vice president, Hayano provides advice and recommendations to the president, the vice president/CFO, and the University Budget Advisory Committee (UBAC) relative to overall University objectives, policies, and plans, wherever budget matters are involved. Hayano also manages the preparation of construction finance proformas for non-state funded projects, and serves on University and CSU system-wide committees.

As associate vice president, Hayano leads the staff of the BPA Office, establishing goals and objectives that complement the University’s goals and mission. The staff supports the University’s budget planning, development, and allocation process; ensures compliance on the use of campus funds; and provides financial advice and assistance on the University’s budget.

Prior to her current position, Hayano served as university budget officer and director of Budget Planning and Administration.

Ronald Grant  
ASSOCIATE VICE PRESIDENT, BUSINESS OPERATIONS  
Retired 2007

Carolyn Pittman  
UNIVERSITY BUDGET OFFICER & INTERIM ASSOCIATE VICE PRESIDENT, FINANCIAL SERVICES (2008-2009)
Appendix B: The ABA Governance Structure

Justine Heartt
ASSOCIATE VICE PRESIDENT, FINANCIAL SERVICES

As associate vice president for financial services, Justine Heartt is the University’s assistant chief financial officer, with primary leadership responsibility for planning, organizing and operating a diversified financial accounting system. This includes the provision of administrative direction for: Accounting Services, Accounts Payable, Student Financial Services, Procurement & Contract Services, and Associated Students, Inc. Finance & Administration.

Heartt serves on University and CSU system committees and is the University’s financial liaison to the Chancellor’s Office. She is also the accounting officer to the state of California Department of Finance. As associate vice president, Heartt is responsible for ensuring that all Board of Trustees and Chancellor’s Office financial policies, approved fees, executive orders and directives are implemented and completed in a timely manner.

Before assuming the position of associate vice president, Heartt was the director of Accounting & university controller.

Suzanne Green
ASSOCIATE VICE PRESIDENT, FINANCIAL SERVICES
(2004-2008)

Michael Christensen
ASSOCIATE VICE PRESIDENT, RISK MANAGEMENT SERVICES

Associate Vice President Michael Christensen has primary oversight for Risk Management Services, an organization comprised of: Risk Management, Environmental Health & Safety, Space Management and Business Continuity Planning.

Through these operational units, Risk Management Services provides a diverse array of services for the campus, including: risk management, environmental compliance, wastewater management, hazardous materials management, occupational safety compliance, business continuity planning, and space management, which includes the coordination of class scheduling and space reservations for third party events. Activities include the development and tracking of training to assure compliance. Christensen provides leadership and partners with colleagues in the division and across the campus to develop, promote and assess Sacramento State’s sustainability program.

Christensen participates as either chair or member on various University and CSU system-wide committees. He was previously the director of Environmental Health & Safety.

Christensen will complete his Ed.D. at Sacramento State in December 2010.
Nancy Fox is the senior director of UTAPS and the campus officer responsible for the University’s parking and transportation programs. As senior director, Fox has primary leadership and management oversight for a staff of over 25 employees and 45 student assistants, and an annual budget of around $10 million. UTAPS provides parking services, parking permit and commuter pass sales, citation processing and appeals, alternate commute services, and traffic management.

Fox serves on University committees and CSU system groups, as well as state-wide and regional organizations connected with transportation and parking matters. The senior director also serves as the administrator of a mandatory drug testing program for Class B shuttle bus drivers and Class B driver license certification.

Fox’s previous positions at the University include interim Transportation & Parking manager, and interim Reprographics manager.

As the director of Student Financial Services and university bursar, Gina Curry has primary leadership responsibility for all student fees and for cashiering, disbursement, collection, refunds and billing for all University services. Curry also serves as the communication and marketing liaison for Administration & Business Affairs, responsible for communicating division initiatives and successes to the wider campus community.

Curry serves on various division and campus committees. She is chair of the Student Fee Advisory Committee which is responsible for implementation and oversight of California State University Executive Order 1034 governing all student fees.

Prior to assuming the position as director, Curry was the cashiering and disbursements manager for the University’s Student Financial Services Center.

Jeanette Norton
GENERAL MANAGER, STUDENT FINANCIAL SERVICES CENTER (2002-2004)
CMS DIRECTOR (2004-2008)
Appendix B: The ABA Governance Structure

As the director of Auditing Services, Kathi McCoy has primary responsibility for the University’s audits and tax and compliance issues. Internal activities range from operational and financial audits to investigative reviews and special projects. McCoy also provides consultation on administrative and financial policies, laws, and regulations, and reporting of fiscal improprieties and fraudulent activities. In addition, the director oversees the coordination and follow-up of external audits for the campus. McCoy is a senior administrator within Administration & Business Affairs, with a dotted line reporting relationship to the University president.

Auditing Services has responsibility for continuously reviewing and assessing the extent of campus compliance with specified tax directives, including unrelated business income, taxability of employee fringe benefits, payments to non-resident aliens, and sales and use tax. McCoy and her staff also develop and conduct training sessions related to auditing, internal controls, fraud, and ethical behavior. McCoy has served in a variety of management and staff positions within Auditing Services since 1997.

Sarah Whyte, the director of Strategic Planning & Quality Improvement, has primary responsibility for leading the division’s strategic planning and improvement activities. This includes development of ABA’s Balanced Scorecard aligned with University and CSU goals. In addition, Whyte develops programs and initiatives to support the strategic plan, including employee recognition and engagement, strategic communications, training and customer service.

Whyte is the University’s Quality Improvement (QI) facilitator, and the campus liaison to the Chancellor’s Office quality program. She serves on and chairs a variety of University and CSU committees as a representative of the campus and the division. For the past two years, Whyte has chaired the CSU QI Program Planning Committee, providing leadership for quality improvement across the system. She has been a CAPE examiner for three years.

Whyte was previously the division’s director of Business Affairs, and prior to that served as the Assistant to the Vice President for Administration.

*CAPE is the California Awards for Performance Excellence, based on the national Baldrige criteria.
ABA Management Council Members

Office of the Vice President and CFO
Stephen G. Garcia, Vice President & CFO

Office of Strategic Planning & Quality Improvement
Sarah Whyte, Director

Administrative Operations
Kem Gravenberg, Executive Assistant

Auditing Services
Kathi McCoy, Director

Budget Planning & Administration
Stacy Hayano, Associate Vice President

Business & Administrative Services
Abbi Stone, Associate Vice President
Nancy Fox
Michael Kalstein
Gina Lombardo
Alfredo Orozco
Sarah Whyte

Financial Services
Justine Heartt, Associate Vice President
Kendall Chaney-Buttleman
Gina Curry
Susan Johnson
Elena Larson
Lisa Oman
David Shannon (retired 2009)
LaVerne Simmons-Barnett
Caryl Vickers

Public Safety
Daniel Davis, Chief of Police (appointed September 2009)
Kenneth Barnett, Chief of Police (retired December 2008)

Risk Management Services
Michael Christensen, Associate Vice President
Denise Ramos
Kirtland Stout

Facilities Services
Mario Ruiz, Interim Associate Vice President (appointed 2010)
Ronald Richardson, Associate Vice President (retired 2010)
Bena Arao
Kevin Brisco
Linda Hafar
Donald Hendricks (retired 2009)
Ronald Hopkins (retired 2009)
Mark Leisz
Robin Lovering
Eric McWilliams
Antonio Nucal
Daryn Ockey
Douglas R Power
Olga Rosander
Paul Serafimidis
Victor Takahashi
Appendix C: The ABA Strategic Planning Process For Destination 2010

Vice President’s Framework for Destination 2010

ABA’s fundamental Destination 2010 initiatives began with a division reorganization to strengthen ABA’s ability to address University priorities. This included organizational restructuring to elevate the visibility of risk management services and budget planning, ensuring the protection of University assets and resources. Core initiatives included: development of the University’s Capital Outlay structure for state and non-state funded projects; the development of public safety services to meet the needs of a growing campus; full integration of the University’s emergency and disaster contingency planning processes; and a long-term budget plan for the University’s Common Management System (CMS). Other central initiatives included: strategies to promote transparency and to strengthen internal and external communication, with a comprehensive website as the primary conduit; a plan to increase professional involvement in the community; and compliance reviews of the University’s five auxiliary organizations and the Alumni Association. The vice president’s priorities and those of his senior leadership team were deployed through detailed action plans, with progress reported quarterly.

The following is a general outline of initiatives identified by the vice president to frame and support accomplishment of University and ABA Destination 2010 goals.

Capital Planning, Design & Construction
- Development of the Capital Outlay structure for state and non-state funded projects
  - Planning and financial analysis
  - Transparency (website and webcams)

Change Management Program
- ABA reorganization (reallocation of resources to meet campus needs and priorities)
- Balanced Scorecard Strategic Plan aligned with Destination 2010, reporting and assessment
- Employee accountability (Shared Code of Conduct) & recognition
- Governance Structure

Common Management Systems
- Comprehensive budget plan: staffing, hardware/software, maintenance and consultants
- Implementation and upgrades: finance, human resource and student modules

Communication
- Business Partners Round Table
- Publications
- Service assessment meetings
- Strategic communication and marketing process
- Website development

Community Involvement and Visibility
- Partnerships
- Professional organizations memberships
- Support for community events

Customer Service
- Strategies
- Tools
- Training

Safety
- Development of Public Safety services: increased staffing, visibility, technology and equipment
- Five-Year Public Safety Strategic Plan
- Integration of University emergency and disaster contingency planning processes
- Restructuring of risk management functions to integrate services and elevate visibility

Stewardship & Compliance
- Budget Planning & Administration
- Strategies for reducing structural deficit
- Transparency and visibility
- Compliance review of affiliated and five University 501(c)(3) auxiliary organizations*
- Compliance with Executive Order 100 (Cost Allocation)
- Conversion of funds: Trust to University
- Delivery of compliance training to the campus
- Ethics training for ABA employees
- Focus on Financial Reporting
- Support for CSU-mandated Revenue Management Program and Common Financial System

Sustainability
- Development of ABA Energy, Purchasing, Recycling, LEED Building Standards programs
- Leadership and marketing to develop a viable comprehensive campus program
- Sustainability partnerships

* University Affiliated Organizations
  - Alumni Association
  - Associated Students, Inc.
  - Capital Public Radio
  - University Enterprises, Inc.
  - University Foundation at Sacramento State
  - University Union
## 1. MISSION, VISION AND VALUES
- Primary purpose, products and services, stakeholders (internal and external), standards, and benefits
- Who we want to be
- Principles that guide activities toward our vision

## 2. ID STAKEHOLDER EXPECTATIONS
### CONSTITUENTS
- ABA internal partners
- Campus partners
- Students, faculty, etc.
- External constituents (vendors/suppliers, etc.)

### AUTHORITIES
- VPA
- President
- Campus
- System
- Government

## 3. SWOT ANALYSIS
- Considers environmental factors that may influence or impact operations
- May include social, political, regulatory, resources, technological, cultural
- Analyzes strengths, weaknesses, opportunities and threats in light of these factors
- Can leverage strengths and opportunities to minimize weaknesses and threats
- **Internal** Strengths are resources/capabilities that give us a competitive edge (reputation, knowledge, skill)
- **Internal** Weaknesses may be the flip side of strengths (reputation, gaps in knowledge and competencies)
- **External** Opportunities refer to external changes in the environment (new technologies that we can capitalize on, removal of regulations, etc.)
- **External** Threats are also external changes in the environment, but negative, such as competition, new regulations, budget cuts, learning curves for new technologies (could be short-term)

## 4. FEEDBACK
- Review survey results, staff input, other (complaints, BPRT discussions, etc.)
- Analyze and group into themes around issues that appear routinely

## 5. PRIORITIES
- Balance expectations with feedback themes to identify priorities
- Identify strengths and potential opportunities to help address them (FOCUS ON TECHNOLOGY)

## 6. STRATEGIC GOALS
- Develop high-level (thematic) ambitions and aspirations based on priorities
- Align with expectations and alignment with ABA, University, CSU

## 7. TARGETS
- Determine specific desired results/outcomes for each goal, qualitative or quantitative, to clarify goal parameters
- Identify benchmarks to help establish targets (CSU levels, external benchmarks, etc.)

## 8. ACTION PLANS
- Specific and detailed initiatives and steps that lead to achievement of goals.

## 9. MEASUREMENTS AND OUTCOMES
- Development of measures/milestones that can inform progress toward identified targets.
- Reporting of progress and final outcomes.
Appendix C: The ABA Strategic Planning Process for Destination 2010

ABA Balanced Scorecard Strategy Map

Build a Welcoming Campus

Customers
- Become a service-focused organization

Processes
- Facilitate access to campus services

People
- Develop employee leadership skills

Create a Dynamic Physical Environment

Customers
- Develop a distinctive physical environment

Processes
- Maintain a safe campus

People
- Support an engaged workforce

Mission: ABA proudly supports the mission and goals of Sacramento State through quality support services, responsible fiscal stewardship, and the creation of a dynamic, safe, and welcoming physical environment.

Stewardship & Image
- Maintain the highest standards in financial and operational systems management

Processes
- Build trust between ABA and our constituents

People
- Promote responsible stewardship

Support an engaged workforce

Regional Partnerships

Diversity

Support an engaged workforce

Support an engaged workforce
ABA Strategy Map and Planning Profile

APPENDICES
Summary Of Major ABA Destination 2010 Projects

Capital Planning, Programming, Design and Construction
- Academic Information Resource Center
- Broad Athletics Facility (Eli & Edythe Broad Field House)
- Hornet Bookstore
- Infrastructure Improvements
- Parking Structure III
- Recreation & Wellness Center (The Well)
- Smart Classrooms
- Student Housing (American River Courtyard)
- Telecommunications Infrastructure
- WayFinder Signage System

Change Management
- ABA Reorganization
- Balanced Scorecard Strategic Plan
  - Align monetary and human resources with the needs of the University
    - Communication
    - Customer Service
    - Employee Engagement
    - Governance Structure
    - Process Improvement
    - Professional Development
    - Recognition Programs
    - Stewardship

Communication
- Business Partners Round Table
- Publications
- Service assessment meetings
- Strategic communication and marketing process
- Website development

Safety
- Development and enhancement of Public Safety services
- Community policing
- Training
- Traffic calming
- Visibility
- Integration of emergency and disaster contingency planning processes
- Organizational restructuring of comprehensive risk management services
APPENDICES

- Business Continuity Planning
- Environmental health & safety

**Stewardship**
- Affiliated and auxiliary organization compliance reviews
- Budget transparency
- Common Financial System project
- Cost allocation
- GAAP reporting
- Records Management program
- Revenue Management program

**Support for Students**
- Operational and service improvements

**Sustainability**
- ABA sustainability programs: energy, recycling, LEED building standards
- Leadership for development of comprehensive University plans
- Partnerships for sustainability

**Technology**
- Ad Astra scheduling
- Emergency Notification System (ENS)
- Cognos reporting
- Common Management Systems (CMS) implementation and enhancements
  - Human Resources
  - Financial
  - Student
- Intelligence in Asset Management (AiMS)
- Police Computer Aided Dispatch & Automated Records Management
### Internal Audits and Reviews

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### External Audits and Reviews

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Acknowledgements

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Dedication

Sadly, ABA suffered the loss of three long-time employees during its 2010 journey. The contributions of these ABA staffers helped ABA earn it reputation for excellence. This publication is dedicated to them.

- Fred Angell, Mailroom
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