

CALIFORNIA STATE UNIVERSITY, SACRAMENTO



Administration & Business Affairs  
Strategic Plan  
2015



# ABA Strategic Plan: History and Planning Process



## History

In 2011-12, ABA established core strategic goals to help build the division's capacity to support the University community and help advance its mission. These goals are focused on creating an internal culture of improvement that is continuously evolving and ready to meet changing conditions.

In 2012-13, when the University's "Redefine the Possible" initiative was launched, ABA identified five focus areas rich in possibilities for transformational change. As goals are accomplished in these focus areas, other focus areas will emerge to replace them.

ABA departments, or "families" submit department and unit-level annual goals and action plans that align with and support these strategic goals and/or specific focus areas, outline plans to execute them, identify measures to evaluate success. Organizational Development tracks goals achievement through progress reports submitted quarterly.

## ABA Strategic Planning Process

ABA has a robust and consultative strategic planning process, driven by Sacramento State's strategic plan and initiatives. Planning for long-term strategic goals and priorities occurs periodically, as needed to align with current conditions, and operational goals and action plans are established annually by departments within ABA in support of the division's long-term strategic goals and priorities.

A dedicated office of Organizational Development leads and supports efforts and activities related to ABA's strategic plan. ABA's model for planning is outlined below. Outcomes from each step of the process are shared broadly across the division for feedback and consensus using ABA's governance structure communication groups.



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# ABA Strategic Plan: History and Planning Process



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## **Review Mission, Vision and Values (periodic)**

- Primary purpose, products and services, stakeholders (internal and external), standards, and benefits
- Who we want to be in three to five years and what will our stakeholders need
- Principles that guide activities toward our vision

## **Identify Stakeholders – Constituents (collaborators and beneficiaries (periodic)**

- ABA internal customers
- Campus business partners
- Students, faculty, staff
- External constituents (community, vendors/suppliers, etc.)

## **Perform Situational Analysis (annually)**

- Gather feedback – review survey results, staff input, other (complaints, BPRT issues, etc.)
- Where are we now?
- What are stakeholder needs/expectations?
- What does assessment data tell us?
- What are we doing well?
- What can we improve?
- What are external opportunities/threats?
- What is happening in the external environment? Changes/trends?
- Analyze and group into themes around issues that appear routinely

## **Identify Strategic Challenges (periodic)**

- Balance expectations with feedback themes to identify strategic challenges
- Identify strengths and potential opportunities to help address challenges
- Develop Long-Term Strategic Goals and Focus Areas (periodic)
- Develop high-level (thematic) ambitions and aspirations based on priorities
- Align with expectations and guiding authorities

## **Develop Department and Unit Level Goals and Report Progress (annually/quarterly)**

- 1.Establish operational goals
- 2.Set targets - determine specific desired results/outcomes for each goal, qualitative or quantitative, to clarify goal parameters
- 3.Develop action plans – specific and detailed initiatives and steps that lead to achievement of goals
- 4.Select measures/milestones that can inform progress toward identified targets
- 5.Report progress quarterly
- 6.Report annual accomplishments

# Planning and Governance



## Planning/Governance Committees

ABA's planning process involves broad consultation. A governance structure, which facilitates dynamic communication among all staff and managers, also serves as a feedback loop for each phase of division strategic planning.

External constituents and campus partners inform strategic plans and activities through a variety of means, including surveys, customer feedback meetings, inclusion of key campus and external community members on committees, the quarterly Business Partners Round Table sessions, and the Zone Management program.

### ***ABA Administrative Council***

The ABA Administrative Council serves as an advisory body to the Vice President for Administration. Information is disseminated through this body for distribution to managers and staff of ABA families - Budget Planning & Administration, Facilities Management, Financial Services, Public Safety, Risk Management Services, Resource & Organizational Management, University Transportation, Parking & Support Services, and the Office of the Vice President for Administration which includes Administrative Operations and Auditing & Consulting Services. The Council is also responsible 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.

Members of the Council share operational issues, customer concerns, status of projects and other matters pertinent to ABA. 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.

- 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

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# Planning and Governance



Flexibility to meet University needs

- Effective use of the financial and human resources

Meetings are held bi-weekly or more frequently if necessary.

## ***ABA Management Council***

The ABA Management Council is 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, and dissemination of critical information to staff, will occur 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. Members keep their respective staff members informed on key issues and directives given at each meeting and the rationale behind them.

Management Council members support and carry out programs developed to effect positive change through:

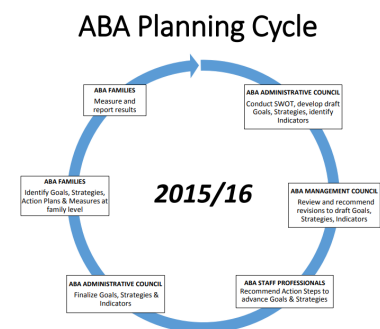
- Two-way communication (with the Staff Professionals Team)
- Fostering teamwork
- Modeling professionalism
- Respecting colleagues, subordinates and the organizational structure
- Providing appropriate training and professional development
- Gathering feedback and analyzing processes for improvement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

Meetings are held bi-monthly in place of the ABA Administrative Council meeting.

## ***ABA Staff Professionals***

The ABA Professionals Team, consisting of all ABA managers and staff, serves as an advisory group to the Vice President for Administration and the ABA Administrative Council, providing input on the operations of the division from the unit perspective. The vice president communicates critical information from the president or President's Cabinet, divisional changes and program and budget information through team meetings each semester, or more frequently as needed. This forum provides opportunities for staff and managers to discuss with the vice president matters of concern, and to suggest improvements to the division's productivity and customer service, customer service programs, etc. The ABA Staff Professionals Team is encouraged to:

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



# ABA's Mission, Vision, Values, Code



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## Mission, Vision, Values, Code

### **Mission**

ABA's professional staff proudly supports student success through stewardship of Sacramento State's fiscal and capital resources, a well-planned and safe campus, and a commitment to outstanding customer service.

### **Vision**

To be the leading administration and business organization in the CSU, inspiring best practices and innovations in administrative, business and fiscal matters, as well as safety, capital planning and facilities functions.

### **Values**

Values are the broad shared principles that underlie ABA's collective culture. They inform every aspect of the work that we do, describe our obligations to stakeholders, guide our decision making and inspire the ABA Code of Conduct.

Collaboration

We foster a culture of collegiality with faculty, staff, students, and each other to discover the most effective solutions to University challenges.

### **Accountability**

We take responsibility for all aspects of our business, demonstrating the highest standards of professional conduct and transparency.

### **Respect**

We value all points of view and treat everyone with dignity, courtesy and kindness.

### **Excellence and Quality**

We commit to excellence through a focus on quality and continual improvement.

### **Service**

We provide great customer service by listening with enthusiasm to the voices of faculty, staff, students and other customers, working in partnership to achieve University goals.

### **Innovation**

We embrace creative and forward thinking solutions to achieve our goals.

### **Integrity**

We are honest and ethical, and conduct our work with fairness.





# ABA's Mission, Vision, Values, Code



## Code of Conduct

The Code of Conduct outlines the professional responsibilities and behaviors expected of all ABA staff members.

- Act in the best interest of the University
  - Speak well of each other
  - Be a team player
- Work together to solve problems
- Show respect in all communications
- Settle differences directly and responsibly
- Communicate to promote understanding
  - Honor commitments
  - Make timely decisions
  - Respect confidentiality

# ABA Strategic Goals, Focus Areas and Strategies



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## Foundational Goals

### 1. Sustain continuous high-performing operations

- Develop and maintain business continuity plans
- Record and document institutional knowledge
- Outline anticipated continuity gaps
- Assess skills needed to fill gaps
- Determine available training resources
- Narrow gaps through training, cross-training, professional development and mentoring

### 2. Boost process efficiency

- Support a culture of self-assessment and improvement
- Evaluate processes using applicable improvement tools and methodologies
- Include customers in improvement process
- Evaluate technology options
- Streamline, automate or otherwise improve processes
- Create feedback loops to gather data and communicate improvements

### 3. Strengthen customer service

- Define good customer service
- Adopt a customer-focused approach
- Communicate effectively with customers and solicit feedback
- Continually pursue solutions to improve services
- Provide relevant customer service training division-wide
- Promote accountability for customer service

### 4. Promote teamwork and pride in ABA

- Facilitate communication across the division
- Continually improve recognition program
- Identify opportunities to broaden the consultative process
- Identify collaborative opportunities and methods to incorporate stakeholders
- Publicize ABA achievements



# ABA Strategic Goals, Focus Areas and Strategies



## Focus Areas

### 1. Safety

#### Community Policing

- Increase visibility and outreach activities
- Encourage campus feedback and collaboration
- Establish and site services for safety, convenience and efficiency

#### Communication

- Promote safety training for the entire campus community (online or classroom)
- Use technology to convey campus crime trends and safety tips
- Improve and expand ENS and posting of emergency procedures

#### Crime Prevention through Environmental Design (CPTED)

- Use data to inform safety solutions
- Modify the environment for safety and security
- Improve bicycle security through well-placed compounds
- Improve pedestrian pathways and walkways
- Explore electronic locking and monitoring solutions

### 2. Campus Environment (Master Plan)

#### Modern/Attractive Facilities

- Perform facility maintenance, repairs and upgrades to improve functionality and appearance
- Replace outdated facilities with modern state-of-the-art facilities
- Create beautiful outdoor ambiance, with balanced green space and facilities
- Incorporate indoor and outdoor study, gathering, and meeting spaces for students and faculty
- Design seamless connections to remote properties with Sac State branding
- Collaborate with campus constituencies on facility planning and design

#### Sustainability

- Use environmental design concepts to plan efficient, functional and sustainable facilities
- Design landscapes for sustainable beauty, safety, maintenance and functionality
- Capitalize on natural landscape features and location

#### Signage

- Improve campus signage infrastructure
- Collaborate with constituents and users
- Designate event signage zones and standardize through infrastructure/landscaping design

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## Focus Areas Continued

### 3. Facility Utilization

#### Data-based Decision Making

- Improve access to data and reports through Astra Schedule VII upgrade
- Use data to maximize the utilization of existing classrooms and offices

#### Communication

- Improve communication about the event scheduling process

#### External Use

- Develop community usage criteria and standards
- Market to promote community use when capacity is low
- Consider siting "CSU synergy project" regional centers

### 4. Transportation and Traffic Flow

#### Safety

- Establish well-lit strategic passenger drop-off/pick-up points, with emergency access
- Direct all deliveries to Central Receiving to restrict vehicular traffic on campus roadways

#### Traffic Flow/Congestion

- Install electronic signage to communicate parking conditions and availability
- Enhance traffic direction/coordination and redirect during peak flows
- Improve ingress/egress at points of congestion
- Study the potential impact of the Ramona Avenue punch-through

#### Sustainability

- Expand communication and incentives to encourage alternative transportation
- Update the bike master plan to incorporate roadway sharing
- Continue to review the shuttle program for sustainable options
- Implement an infrastructure to support electric vehicles
- Consider small electric vehicles to replace utility vehicles

### 5. Alternative Funding Partnerships

- Seek support from the Chancellor's Office for non-state funded projects
- Explore public/private partnerships

#### Revenue

- Explore leasing and development opportunities for Ramona and other University properties
- Refinance existing facilities and build debt service into budget



# ABA Strategic Goals, Focus Areas and Strategies



## ABA: Redefine the Possible

### Focus Areas

Categories	Safety	Campus Environment (Master Plan)	Facility Utilization	Transportation and Traffic Flow	Alternative Funding
	Community Policing Communication Crime Prevention through Environmental Design	Modern/Attractive Facilities Sustainability Signage	Data-based Decision Making Communication External Use	Safety Traffic Flow/Congestion Sustainability	Partnerships Revenue

### Foundational Goals

Strategies	Sustain continuous high-performing operations	Boost process efficiency	Strengthen customer service	Promote teamwork and pride in ABA
	<ul style="list-style-type: none"> <li>Develop and maintain business continuity plans</li> <li>Record and document institutional knowledge</li> <li>Outline anticipated continuity gaps</li> <li>Assess skills needed to fill gaps</li> <li>Determine available training resources</li> <li>Narrow gaps through training, cross-training, professional development and mentoring</li> </ul>	<ul style="list-style-type: none"> <li>Support a culture of self-assessment and improvement</li> <li>Evaluate processes using applicable improvement tools and methodologies</li> <li>Include customers in improvement process</li> <li>Evaluate technology options</li> <li>Streamline, automate or other</li> <li>Create feedback loops to gather data and communicate improvements</li> </ul>	<ul style="list-style-type: none"> <li>Define good customer service</li> <li>Adopt a customer-focused approach</li> <li>Communicate effectively with customers and solicit feedback</li> <li>Continually pursue solutions to improve services</li> <li>Provide relevant customer service training division-wide</li> <li>Promote accountability for customer service</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate communication across the division</li> <li>Continually improve recognition program</li> <li>Identify opportunities to broaden the consultative process</li> <li>Identify collaborative opportunities and methods to incorporate stakeholders</li> <li>Publicize ABA achievements</li> </ul>