



California State University, Chico

Chico, California 95929

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# M E M O R A N D U M

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November 1, 2006

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From: Dennis C. Graham  
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Subject: Business and Finance Collective Goals 2006-07

The Business and Finance team and their respective departments are all excited and very committed to the University Strategic Plan, the Strategic Paradigm (hexagon), and the well stated spirit and intent of the new Values Statement within the Plan. When the division participated for the first time last Spring we quickly learned how we can better serve and be a part of the campus, the community, and the north state by fully understanding how our individual actions and collective actions within and outside the division contribute to promote student success.

As noted in "Inside Chico State," values reveal character and each of us individually and throughout the division must be intentional in all of our activities and actions. We must show by example and action our intent to provide service to insure student success and our intent to create community (whether two people or two hundred).

For emphasis, we are including the Values Statement of the Strategic Plan to incorporate them within our goals and objectives as the very foundation of our future and the direction we desire to take:

- *We stand for academic freedom, the exploration of the frontiers of knowledge, and a strong sense of intellectual community characterized by reason, respect, civility, and openness of expression.*
- *We share a commitment to academic excellence and will communicate high expectations to our students.*
- *We seek the purposeful integration of liberal and applied learning and the provision of full access and equal opportunity for all our students to the knowledge, skills, and habits that form the basis for life-long learning,*

*civic engagement, and enlightened service in a diverse society and global community.*

- *We promote active learning, curiosity, and the recognition that learning occurs in our classrooms, studios, and laboratories, and beyond, through the co-curricular experience, service engagements, social interactions, and other expressions of a full and healthy student environment.*
- *We teach not only with the command of our disciplines, but with the force of personal example, enabling us to transmit knowledge effectively through integrity, intellectual honesty, kindness, and enthusiasm.*
- *We emphasize both the quality and the spirit of services to our students, employing “student-friendly” policies and practices that foster student achievement and progress to degree.*
- *We acknowledge not only the obligation of service, but also the value of service to others in defining institutional character and measuring institutional performance.*
- *We hold dear the values of multicultural respect, awareness, and understanding and we pursue diversity not just as an idea to embrace, but as a community to form.*
- *We aim to be a community connected in our conversations, confident in our strengths, and intentional in our aspirations.*
- *We celebrate a distinctive institutional culture through a keen sense of place, a deep respect for our natural environment, an orientation to the principles and practices of sustainability, and the use of the campus’s entire physical environment to promote the University’s goals.*
- *We appreciate the loyalty and achievements of our alumni and retired faculty and staff and the importance of a strong alumni organization to keep alumni informed and engaged with their alma mater.*
- *We affirm that we are “One University” where collaboration, mutual support and trust, and common goals define our work together and the spirit of its engagement.*

The division of Business and Finance uses the Strategic Plan to guide essential functions of the division and add value to the university experience and to the community. To elaborate on the very diverse functions, we have listed them under the significant strategic priorities:

**Strategic Priority #1** Believing in the primacy of student learning [and to meet the Master Plan objectives]...we will:

**1. First Street Renovation**

- Complete design plans for the renovation of First Street which serves as the front door to our campus. This will enhance the beauty for our outdoor sense of place including pedestrian walkways with shade trees, benches, art work, and lighting for the campus, the community, and visitors to enjoy.

**2. Pool – Leasing pool**

- Continue to collaborate with the Physical Education Department to insure we have the necessary facilities for our swimming classes.
- Include a new pool in our long term Capital Outlay request to support the Master Plan goals and meet student needs.

### **3. Recreation Center**

- Build a state-of-the art recreation center that will be the model for the North State and CSU, Chico to attract, retain, and help to improve student success.
- Provide long-term health recreational/social environment for our students.

### **4. Warehouse**

- Design a working facility to house the campus storage needs for all departments.
- Provide the university mail and receiving services for our many suppliers as well as to our entire faculty and staff.

### **5. Natural History Museum**

- Build a Natural History Museum that will provide educational opportunities for our students, our K-12 students in the surrounding communities, as well as the citizens and neighbors of the North State.

### **6. Parking Structure**

- Provide much needed parking for our faculty, staff, and students, as well as our retired faculty and staff, advisory boards, and our community members who enjoy the many fine university public events.
- Provide a safe parking area for our students, faculty, and staff.
- Improve traffic circulation by directing the traffic down Sacramento Avenue to Warner which will ease some of the south campus traffic congestion.

### **7. Housing Expansion**

- Increase bed space for our first time freshmen students.
- Provide a modernized facility for our students to dine and socialize.
- Provide a more modern living environment for our students to learn and become engaged with the campus.

### **8. Taylor II**

- Provide a new learning environment for the humanities students.
- Provide modern, up to date, recital halls for our music and theatre students.
- Create a vista to the campus core, highlighting Kendall, Laxson, and Trinity as the "historic" spaces of our campus.

### **9. Student Services Center**

- Build a Student Services Center that will provide a "one-stop shop" to create a space to support student success and fulfill our Master Plan objective.
- Also, plan a "Topping Off" Ceremony rather than a groundbreaking ceremony so that the campus and community can come together to celebrate this new sustainable direction for everyone to enjoy.

### **10. TII Project**

- Provide state of the art wiring to 17 campus buildings, networking classes, labs, lectures, and offices to enable the new electronics equipment with a hub for distribution in each building. To be 100% complete in December, 2006.
- Assist in the installation of the components for the campus to continue with the future growth of our technology supporting faculty, staff, and students.

## **11. Safety Measures**

- Provide the Campus-Wide Risk Assessment/Phase II. Phase I was completed in 05/06. This ensures financial protection for the University against potential at-risk issues.
- Update the Emergency Operation Plan to ensure a plan of enforcement against any potential natural disaster.
- Plan an Emergency Operation Drill. Will prepare the campus administration and staff on how to keep the campus faculty, staff, and students safe in time of a natural disaster.
- Provide regular safety training workshops for our faculty, staff, and students.
- Take a Proactive approach in support of the Moonlight Safety walk in cooperation with the Public Safety Advisory committee. This walk raises awareness for the campus community and a commitment by our division for safety of our campus and community.
- In cooperation with the City of Chico, install traffic signals at Cherry and Second Street, and at Normal and Second Street, to improve safety for our faculty, staff, students, the community, and visitors.
- Ensure that our University Police Department provides more safety by "being more visible" and acting more like the "friendly neighborhood officer."

## **Strategic Priority #2 (Faculty and Staff Development)**

### **1. Long-Term Staffing Plan**

- To ensure our business and finance units are able to continually function at optimum efficiency and capacity.

### **2. We will recruit for key administrative positions:**

- Associate Vice President for Business and Finance to meet the Budget and Finance vertex on the Strategic Paradigm
- Executive Dean and Director of Facilities Planning to insure the continued support of the University Master Plan
- Director of Budget Analysis and Research to provide proactive and prospective analysis that will provide opportunities for the campus to determine its resource allocations in support of its values and budget plans

### **3. Supervisory Certification Program**

- Coordinate training opportunities for managers, supervisors, and others desiring supervisory skills that build opportunities for succession planning and upward mobility.

### **4. Provide on-line safety training**

- This will ensure compliance with agencies such as Cal Osha, and other state compliancy agencies.

### **5. Financial training**

- To ensure all our departments have the accurate training tools for keeping department accounts up to date.

### **Strategic Priority #3 (Technology)**

- 1. Oracle/PeopleSoft (9.0)**
  - Will continue to train, track, and monitor all upgrades with Peoplesoft to ensure tracking of all university resources.
- 2. Imaging**
  - Will work towards a paperless operation in our financial operations for the coming year.
- 3. LMS Training Module**
  - Allows managers and supervisors to deliver, track, and receive detailed documentation of employee training.
  - Will roll out to the entire campus the opportunity to provide on-line training to faculty and staff.
- 4. SFDB space tracking**
  - Ensures new building space is accurately monitored for lecture, lab, and office space to ensure scheduled maintenance dollars for upkeep to our facilities and to document future capital needs in line with our University Master Plan.

### **Strategic Priority #4 (Outreach to the Community)**

- 1. Northern California Natural History Museum**
  - Provide a unique educational experience for our students, our citizens, and the many K-12 students in our outlying communities.
- 2. City of Chico – Parking**
  - Partner with the City of Chico to develop a campus Transportation Management Program that incorporates development of future parking as well as alternative transportation projects.
  - Communicate and provide information on the free bus program available to faculty, staff, and students in cooperation with the AS, BCAG, and the University.
- 3. University Public Events/Social Activities**
  - Provide support for events that encourage community attendance and partnership.
- 4. University Police Partnership with City of Chico and outlining enforcement agencies**
  - Encourage bicycling as a method of transportation and collaborate with the City on bicycle lanes that end at the campus parking areas.
  - Development and sharing of municipal codes for enforcement on the campus grounds.
- 5. Research Foundation Space for Programs**
  - Continue to improve the environmental space for the occupants of 35 Main Street by performing a renovation of the mechanical system on the second floor.
- 6. Provide Food Service Safety Inspections for University Housing**
  - This enables our AS Food Services to provide food service to K-12 schools in local area.
- 7. Provide Food Service Safety Inspections for the Outlaws Baseball Team**
  - This enables the community baseball team to sell food and beverages at their home games.

**8. Provide Free Property Surplus to 40 Butte County Public and Charter Schools on the Second Thursday of Each Month**

- This contributes to our sustainability efforts.
- This provides several K-12 local schools the opportunity to various items they may need for their educational use.

**9. WorkLife Programs**

- Timely prevention/education workshops and resources for our faculty and staff who may be struggling with personal issues that may eventually impact the work environment.

**Strategic Priority #5 (Management of Resources and Development)**

**1. WASC (Quality Improvement)**

- In collaboration with the campus to develop an evidence portfolio that includes measures of business and finance activities and provide narrative information for reports.
- Using WASC as a “driver” for completing strategic activities (i.e., web site re-design, alignment of procedures, etc.).

**2. Audit Compliance**

- Coordinate all audit activities.
- Respond in a timely manner to all audit findings.
- Ensure compliance with multiple agencies.

**3. Financial Planning**

- Implement the Revenue Management Program (fees in trust) to allow us to receipt student fees directly into our trust account and have those continuously appropriated for the campus thereby allowing the campus more flexible use of budgetary funds over multiple years.
- Re-define our processes to facilitate preparation of GAAP financial statements.

**4. EO Business Continuity Plan**

- Facilitate completion of the campus business continuity plan and incorporate cross-divisional feedback.

**Strategic Priority #6 (Sustainability)**

**1. Document success of the Photo Solar Voltaics Installation with Sun Edison**

- Monitoring of the new solar system will provide learning opportunities for students, faculty, and staff from a “live site.” The energy savings can be compared to historic records and become a demonstration site on campus that reduces dependence on fossil fuels. The results will be presented at upcoming sustainable conferences.

**2. Student Services Center (LEED Gold)**

- The teaching/learning laboratory complete with kiosk and numerous demonstration “stops” in the facility will talk about not only energy savings but of the importance of sustainability in all our facilities.

**3. Wildcat Activity Center (LEED Silver)**

- This facility will show how any State or Non-state facility can meet a Silver level without any incremental costs and still show appreciable

energy savings and low life-cycle costs while at the same time providing increased occupancy satisfaction.

#### **4. Sustainability Education**

- The design and content for the kiosk for the Student Services Center will become the model for future interactive opportunities to showcase the campus sustainability plans. We look forward to the collaboration with the Associated Students, the faculty, and the staff on developing a kiosk that will have a planned “refresh” rate to keep the demonstration current.

#### **5. Tracking LEED points for all projects**

- We are working with the Construction Management Department and using students to document our LEED points. The students not only earn an income but learn first hand about sustainability and the LEED process. The faculty are running the studies within their classrooms and the contractors are showing additional cost savings for the projects. This is a total win-win for the campus and the community.

#### **6. Recycling efforts including construction waste and University Operations.**

- As the new buildings come on line, we want to begin looking at sustainability as it relates to existing structures. A number of the campus facilities need to be updated and this will provide an opportunity to look at LEED EB (Existing Building) renovations that will also be efficient and sustainable. We currently are looking at existing university operations to decrease waste while increasing waste diversion. These often are in partnership with the local community needs.

To summarize, we hope that the information provided above supports the fact that our division plays several major roles in the University's strategic paradigm. The most obvious participation is in the form of budget management and fiscal accountability and in the development and fulfillment of the University's Master Plan – through new facilities, renovation of current facilities, and preservation of the natural, but limited, landscape. Major and minor capital projects are driven by the commitment to serve student needs, faculty needs, as well as the University's identity and purpose within the community. All contribute to the education of our students by providing a positive atmosphere and identity—necessary for teaching and learning. We will strive to make our campus “The Campus of the North State” by concentrating on intentional student success.