

UNIVERSITY OF NORTH DAKOTA
FINANCE AND OPERATIONS
STRATEGIC PLAN
DECEMBER 2000

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University of North Dakota Finance and Operations

INTRODUCTION:

The Division of Finance and Operations, under the direction of the Vice President for Finance and Operations, is the administrative and operational unit of the University, providing leadership and expertise for delivering quality services essential to the mission of the University. The division, with approximately 555 full time and 800 part time and student employees and an annual budget of approximately \$55 million, comprises the following units: Associate Vice President; Assistant Vice President including Duplicating Services, Mailing Services, Printing Center, and the University Bookstore; Auxiliary Services including Chester Fritz Auditorium, Police, Traffic, Transportation, Environmental Training Institute, and the Ray Richards Golf Course; Controller including Accounting Services, Bursar's Office, Grant and Contract Administration, and Purchasing and Central Receiving; Facilities; Payroll and Risk Management; Personnel Services; Residence Services including Housing, Dining, University Children's Center, Campus ID Card; Radiation and Chemical Safety; Safety and Environmental Health; and Telecommunications.

THE PLANNING PROCESS:

In January 2000, President Kupchella extended an invitation to all members of the campus community to take part in shaping a strategic plan for the University. Throughout the spring of 2000, Finance and Operations employees participated in campus forums and workshops on the strategic planning process and provided input into the identification of priority action areas and goals for the plan. In March 2000, President Kupchella charged each unit with developing a unit-specific strategic plan that addressed all of the priority action areas presented through the University Planning and Budgeting Committee, with the expectation unit plans would inform the broader University-wide plan.

Finance and Operation departments began the process to develop their unit-specific plans in March 2000. During the summer of 2000, the office of VPFO held two half day planning retreats with the division's extended management group (See Appendix B) to finalize a mission statement, value statement, environmental scan and draft goal statements. That group then met monthly through November to review the draft strategic plan as it evolved.

The goals and action steps reported herein are a compilation of the strategic plans from each of the units within Finance and Operations (see Appendix A).

**University of North Dakota
Finance and Operations
Strategic Plan 2000**

I. Mission

The Division of Finance and Operations is the administrative and operational unit of the University of North Dakota. The Division provides leadership and expertise for delivering quality services essential to the mission of the University.

II. Vision

The Division of Finance and Operations is a valued partner with the University community and its constituents in ensuring the ongoing growth and continued success of the University.

III. Values/Principles

Valuing all employees through empowerment, development and recognition;
Fostering relationships based on understanding through open, honest and ongoing communication;
Committing to continuous improvement through teamwork, collaboration and cooperation;
Providing a valued service to our customers in a courteous and responsive manner;
Optimizing the use of resources through responsible stewardship;
Promoting a safe, healthy and stimulating environment;
Encouraging innovation and an entrepreneurial spirit; and,
Providing learning and growth opportunities for a diverse and dynamic student population.

IV. Environmental Scan

The following list of strengths, weaknesses, opportunities and threats has been compiled from comments made by members of the Finance and Operations extended management group during a brainstorming session in the strategic planning process.

Strengths:

- Dedicated employees
- Strong work ethic
- Experience and integrity
- Diversified organization - wide expertise
- Stability
- Working towards reduction of paperwork
- Strategic planning
- Student/customer focus
- Job security
- Self sufficient
- Employee tuition waivers
- State benefit package
- Clean safe environment to work in
- Recognition in the state
- Common goals

Opportunities:

- New statewide administrative system
- Change in leadership
- Gifts/grants for resources
- Technology >> access
- Cooperation/partnering
- Partnering with other University departments for support
- Contribution to legislative and political process
- Student expectations

Weaknesses:

- Outdated accounting/computer systems (lack of tools)
- Ability to retain quality employees
- Overextending people
- Inability to serve customers as needed. We fall short of our high standard

Threats:

- Limited resources
- Training shortages due to lack of release time
- Inadequate communication
- Morale
- Reactive versus proactive
- North Dakota economy (resources, brain drain)
- Lack of economic development
- Demographics (number of high school graduates down)

V. Goals

Goal 1: Finance and Operations provides service that is user friendly, accessible, efficient, and cost-effective in a courteous, professional manner.

Action	Responsible Parties	Target Date	Budget Strategies	Assessment
1.1 Survey customers to assess adequacy of and satisfaction with services.	VPFO, all F&O Units, Institutional Research	November 1, 2001 and periodically thereafter	Existing resources	Survey completed
1.2 Utilizing survey results, address areas of need to enhance or improve services.	VPFO, all F&O Units	March 1, 2002 and ongoing	To be determined	Improved satisfaction rating in subsequent surveys
1.3 Clearly publicize all services, policies and procedures on Web page.	All F & O Units	July 1, 2001	To be determined	Comprehensive Web pages
1.4 Analyze recharge center rates quarterly.	Facilities, Duplicating, Mailing, Telecommunications, Printing Center	January 1, 2001	Existing resources	Rate studies are completed quarterly and adjustments made as appropriate
1.5 To assist user departments with their budget preparation, calculate recharge center rates prior to budget preparation.	Facilities, Duplicating, Mailing, Telecommunications, Printing Center	March 2001	Existing resources	Rates available so budgets are prepared with accurate costs
1.6 Compare rates for internal services to external vendor rates to verify the cost effectiveness of internal services.	Facilities, Duplicating, Mailing, Telecommunications, Printing Center	June 2001 and annually	Existing resources	Internal rates are lower than external rates

Action	Responsible Parties	Target Date	Budget Strategies	Assessment
1.7 Explore relocation of post office and/or establishing a satellite post office to increase access.	Asst. VPFO	July 2001	To be determined	Feasibility study is completed
1.8 Develop a business plan to achieve financial stability for the Chester Fritz Auditorium.	Director of Auxiliary Services	June 2001	To be determined	Plan developed with implementation strategies
1.9 Provide affordable programming at the Chester Fritz Auditorium targeted to students.	Director of Auxiliary Services, Director of Chester Fritz Auditorium	June 2001	To be determined	Affordable programming is offered to students
1.10 Set institutional expectations and review funding for Police Department.	VPFO/President's Cabinet, Director of Auxiliary Services, Police Chief	June 2001	To be determined	Institutional expectation and funding level is defined
1.11 Review campus event coverage and determine involvement with addition of Alerus and RE Arena to ensure successful transition.	Director of Auxiliary Services, Police Chief, Athletic Director	June 2001	To be determined	Event coverage plan and University staffing is defined
1.12 Develop a business plan to address funding issues for the Ray Richards Golf Course.	Director of Auxiliary Services	June 2001	To be determined	Plan developed with implementation strategies
1.13 Support legislative action to allow UND to continue to provide telecommunication services to the University community.	Director of Telecommunications	January 2001	To be determined	Successful legislation
1.14 Streamline purchasing/payment process by increasing use of Procurement Card.	Accounts Payable, Purchasing	March 31, 2001	Existing resources	Increase in cards issued and dollar volume of purchases with the card

Action	Responsible Parties	Target Date	Budget Strategies	Assessment
1.15 Increase utilization of ACH to expedite reimbursement/receipt of funds for students, employees and vendors.	VPFO/Other campus parties as needed	April 30, 2001	Existing resources	Manual effort/banking costs reduced with increase in % of employees on ACH
1.16 Provide students Web access to 1098T information to improve access to information.	Business Office, Controller, HECN	January 31, 2002	To be determined	Reduction in requests for duplicate 1098T forms and mailing costs as students use Web access for 1098T information
1.17 Provide students Web access to accounts receivable and financial aid information to improve access.	Business Office, Controller, HECN	December 31, 2001	To be determined	Monitor traffic on the Web site
1.18 Maintain accountability systems to ensure responsible financial management of departmental resources.	All F&O Units	Ongoing	Existing resources	Conduct periodic audits and reviews
1.19 Streamline payroll process for hourly employees by increasing utilization of electronic time keeping.	Payroll	May 15, 2001	To be determined	Progress toward 100% utilization of electronic time keeping system for hourly employees
1.20 Fully integrate Windstar Immigration software into payroll system to improve service to international students, faculty and staff.	Payroll, Accounting Services, International Programs	March 15, 2001	To be determined	Software implemented, improved service and customer satisfaction

Goal 2: Innovation, entrepreneurship, and continuous improvement to maximize results and minimize costs are encouraged, supported, and rewarded.

Action	Responsible Parties	Target Date	Budget Strategies	Assessment
2.1 Review existing policies and procedures to identify barriers; eliminate policies/procedures that are unnecessary and streamline those that are required.	All F&O Units	May 1, 2001 and ongoing	Existing resources	Increased customer satisfaction and decreased response time reflected in subsequent surveys
2.2 Evaluate policies and procedures to provide necessary adaptations and flexibility while maintaining financial viability.	All F&O Units	October 1, 2001 and ongoing	Existing resources	Increased customer satisfaction reflected in subsequent surveys
2.3 Research and implement products and services to remain competitive and influence student retention and recruitment.	All F&O Units	Ongoing	To be determined	Competitive rates, customer satisfaction
2.4 Maximize use of technology to enhance administrative efficiencies and provide quality service.	All F&O Units, Technology Support	Ongoing	To be determined	Increased technology utilization, increased customer satisfaction with services
2.5 Create additional experiential learning opportunities for students by expanding internship/partnership activities with academic departments.	All F&O Units	Ongoing	To be determined	Creation of additional academic partnerships that integrate experiential learning
2.6 Reduce processing time and minimize errors by uploading additional transactions directly to mainframe.	Duplicating Services, Mailing Services, Accounts Payable, HECN	July 2001	To be determined	Increased automation, reduced manual effort, minimization of errors

Action	Responsible Parties	Target Date	Budget Strategies	Assessment
2.7 Obtain approval for a record retention schedule to ensure compliance with state law.	Records Retention Task Force, ITD (state)	January 31, 2001	To be determined	Approved records retention schedule
2.8 Implement approved record retention schedule	All F&O Units	July 1, 2001	To be determined	Records Manager hired, retention schedule implemented

Goal 3: The campus physical environment meets the needs, goals, and functions of a modern and diverse University community.

Action	Responsible Parties	Target Date	Budget Strategies	Assessment
3.1 Develop a Campus Master Plan for campus facilities to support strategic initiatives.	VPFO, Facilities	July 1, 2003	To be determined	Master Plan developed
3.2 In preparation for the master planning process, conduct a space study to establish an inventory of existing space, including utilization, and assess space needs.	VPFO, Facilities	July 1, 2001	To be determined	Space assessment completed
3.3 Develop a master plan to revise all campus signage.	VPFO, Facilities	July 2001	To be determined	Plan developed
3.4 Support initiative to renovate Carnegie Library for a campus welcome center.	VPFO, Facilities	Ongoing	To be determined	Welcome center established
3.5 Renovate existing facilities and construct new facilities to support the evolving needs and service expectations of a diverse and dynamic student population.	Residence Services, Facilities	Ongoing	To be determined	Completed renovations and/or new construction
3.6 Advocate and provide for safety and security improvements in campus living and workplace areas.	Safety Office, All F&O Units	Ongoing	To be determined	Evaluated current safety and security related factors and prioritized recommendations
3.7 Develop a phased program for parking lots, sidewalks, curb and gutter, and road replacement and repairs.	Facilities	July 1, 2003	To be determined	Program developed

Action	Responsible Parties	Target Date	Budget Strategies	Assessment
3.8 Develop a detailed plan to provide for uninterrupted steam production.	Facilities	July 1, 2001	To be determined	Uninterrupted steam production
3.9 Establish specification for historic preservation by working with Campus Historical Committee to establish guidelines for historic structures.	Facilities, Campus Historical Committee	July 1, 2002	To be determined	Specifications established
3.10 Improve communication and coordination of non-UND activities occurring on or adjacent to campus, i.e. construction, neighboring industries and highway/rail transit.	Safety & Environmental Health, Facilities, City of Grand Forks, State of North Dakota, Burlington Northern/Santa Fe, etc.	March 15, 2001 and ongoing	Existing resources	Improvement in pedestrian and traffic flow
3.11 Implement performance contracting methods to reduce energy consumption.	Facilities	July 1, 2002	Statewide energy grants	Performance contracting implemented
3.12 Adopt an inventory system for tracking hazardous chemicals campus wide that facilitates cross disciplinary sharing of surplus chemicals.	Safety & Environmental Health, Purchasing	November 30, 2002	Cost sharing between University departments	System adopted
3.13 Develop building directories that include location of exits, emergency equipment and ADA compliant facilities to be posted in buildings.	Safety & Environmental Health, Facilities	May 15, 2003 and ongoing	To be determined	Directories located in all commonly used public buildings
3.14 Modify existing chemical storage facility to assure compliance with spill protection mandates and building codes.	Safety & Environmental Health, Facilities	September 30, 2001	Plant Improvement funding	Modifications completed

Goal 4: Multiple channels for communication with the University's internal and external constituencies are well utilized and policies and procedures are based upon a principle of open dialogue and communication .

Action	Responsible Parties	Target Date	Budget Strategies	Assessment
4.1 Provide training to departments through U2 on F&O policies and procedures.	All F&O Units	July 2, 2001 and ongoing	Existing resources	Training provided, program evaluations report improved customer satisfaction
4.2 Develop F&O Web site .	All F&O Units, Technology Support	July 1, 2001 and ongoing	To be determined	Web site is established
4.3 Effectively communicate all F&O services, policies, procedures and forms.	VPFO, All F&O Units	July 1, 2001 and ongoing	To be determined	F&O Web site with current information, current information available for inclusion in Admin. Manual
4.4 Enhance communication with other departments to gain knowledge, reduce anxiety, and provide ongoing opportunities for feedback.	All F&O Units	August 31, 2001	Existing resources	Increased satisfaction with services
4.5 Assist principal investigators/ research support staff by providing education/training on research responsibilities, compliance, etc.	Controller, Grants & Contracts, Departments with research activity, other F&O Units as necessary	June 30, 2001 and annually thereafter	Existing resources	Survey and monitor PI's for increased awareness and knowledge of University, state, and federal policies and procedures
4.6 For the personal benefit of employees, provide quarterly educational seminars on benefits and payroll issues.	Payroll	July 1, 2001	Existing resources	Seminars offered with good participation

Action	Responsible Parties	Target Date	Budget Strategies	Assessment
4.7 Conduct thorough review of publications, forms, and correspondence for consistency, clarity and effectiveness.	VPFO, All F&O Units	March 31, 2002 and ongoing	Existing resources	Review is completed and recommendations reported

Goal 5: Employees are skilled, student oriented, and committed to excellence.

Action	Responsible Parties	Target Date	Budget Strategies	Assessment
5.1 Strengthen and systematize employee training and professional development to maximize job performance, customer service and reduce job related stress.	VPFO, Personnel, All F&O Units	July 1, 2002	To be determined	Systematized training and development plan implemented
5.2 Provide opportunities for professional development to encourage retention and job satisfaction.	VPFO, All F&O Units	July 1, 2002	To be determined	Staff survey and exit information
5.3 Update and disseminate salary market data information at least annually and more frequently as needed.	Personnel Services	January 1, 2001	Existing resources	Departments have access to up-to-date information
5.4 Make Staff Assistance Visits to major departments at least annually to provide advice and assistance with personnel policies.	Personnel Services	July 1, 2001	Existing resources	Visits are made
5.5 Update F&O staff salary administration plan.	VPFO, Personnel Services	February 1, 2001	Existing resources	Updated staff salary administration plan
5.6 Offer development and refresher training for supervisors.	Personnel Services, U2	July 1, 2001	To be determined	Training is offered, improved supervisor effectiveness reported in evaluations
5.7 Offer development programs for staff.	Personnel Services, U2	November 1, 2001	To be determined	Programs are offered, improved staff effectiveness and efficiency reported in evaluations

APPENDIX A

Departmental Strategic Plans

The following Finance and Operations units have developed unit-specific strategic plans (on file VPFO Office):

Assistant Vice President for Finance and Operations

- Printing Center
- Duplicating Services
- Mailing Services
- University Bookstore

Auxiliary Services

- Chester Fritz Auditorium
- Environmental Training Institute
- Parking and Traffic
- UND Police Department
- Ray Richards Golf Course
- Transportation

Controller

- Accounting Services
- Bursar's Office
- Grants and Contracts Administration
- Purchasing and Central Receiving

Facilities

Payroll and Risk Management

Personnel Services

Residence Services

- Housing
- Dining Services
- Operations Division Network Administration
- Passport ID

Safety and Environmental Health

Telecommunications

APPENDIX B
Finance and Operations Extended Management Group

Robert Gallagher, Vice President for Finance and Operations

Peggy Lucke, Associate Vice President for Finance and Operations

Margaret Myers - Assistant Vice President for Finance & Operations

Darin Lee, Supervisor, Duplicating & Mailing Services

Sherry Metzger, Supervisor, Duplicating Services

Dic Ganyo, Manager, Printing Center

Jim Uhlir - Director, Auxiliary Services & Transportation

Wally Bloom - Business Manager, Auxiliary Services

Duane Czapiewski, Chief of Police

Linda Rohde - Director, Environmental Training Institute

Pam Hurdelbrink, Controller

Allison Peyton, Accounts Payable Manager

Lisa Heher, Cash Investments Manager

Wanda Sporbert, Director, Business Office

David Schmidt, Director, Grants and Contracts

Linda Romuld, Director, Purchasing & Central Receiving

Larry Zitzow - Director of Facilities

Rick Tonder, Associate Director

Paul Clark, Associate Director

Dan Kurtz, Crafts Coordinator

Craig Swenson, Mechanical Operations

Laura Thoreson, Business Manager

Jason Uhlir - Director, Safety and Environmental Health

Greg Krause - Director, Radiation and Chemical Safety

Pat Hanson - Director of Payroll and Risk Management

Diane Nelson - Director of Personnel

Desi Sporbert, Assistant Director

Judy Sargent - Interim Director of Residence Services

Mark Hudson, Interim Associate Director of Residence Services

Joanne Yearwood, Director, University Children's Center

Orlynn Rosaasen, Director, Dining Services

Teresa Blilie, Campus Passport ID, System Support

Chad Nelson, Operations Division Network Administrator

Kirsten Carolin, Marketing Director

Rich Lehn - Director, Telecommunications

Larry Fisk, Telecommunications Analyst

Lois MacGregor, Telecommunications Analyst

Jan Laventure, Account Technician