

Finance and Operations Division
Strategic Plan
December, 2004

TABLE OF CONTENTS

Introduction (Finance and Operations).....	3
Planning Process	3
Mission Statement.....	4
Vision Statement.....	4
Values Statement.....	4
Priority Areas	5
I. Provide Exceptional Service.....	5
II. Ensure the campus physical environment meets the needs, goals, and functions of a progressive, diverse and dynamic university community	10
III. Recruit and retain outstanding employees that are skilled, student oriented, innovative, and recognized for their commitment to excellence.....	12
Appendices:	
A: Departmental Strategic Plans.....	14
B: Finance and Operations Strategic Plan/Annual Report Development Group	15

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 has approximately 565 full time employees, 800 part time and student employees, and an annual budget of approximately \$38 million. The Finance and Operations Division 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, Parking and Traffic, Transportation, Environmental Training Institute, and the Ray Richards Golf Course; Controller including Accounting Services, Bursar's Office, Grant and Contract Administration, and Purchasing; Facilities; Payroll; Human Resources; Residence Services including Housing, Dining, University Children's Center, Campus ID Card; Safety and Environmental Health including Radiation and Chemical Safety and Risk Management.

THE PLANNING PROCESS:

In April of 2004, President Kupchella provided all University of North Dakota units a framework for the development of a strategic plan for the University of North Dakota. Part of the overall planning required each unit, including the Finance and Operations Division, to develop a specific strategic plan. 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.

Finance and Operation departments began the process to develop their unit-specific plans in April 2004 during a one-day strategic planning retreat for division heads, and other key planning personnel. During the summer of 2004 an additional half-day planning session was held with division heads. To draft and edit the Finance and Operations Division Strategic Plan, the Vice President for Finance and Operations assigned a task group. The task group met regularly until the plan was completed.

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).

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.

PRIORITY AREA I: PROVIDE EXCEPTIONAL SERVICE

	Goal	Action Item	Measurement
A.	Maximize the use of technology to improve the efficiency of operations (to include the successful implementation of PeopleSoft).	<ol style="list-style-type: none"> 1. Make modifications as necessary to adapt to changing technology by positioning departments and analyzing business processes in support of UND's mission. 2. Provide training to employees in the use of systems. 3. Provide system access that enables employees to fulfill their job responsibilities. 4. Implement ancillary software systems compatible with the new PeopleSoft system (Housing, Facilities, Parking, ID-Card, Electronic Time-keeping, etc.). 5. Provide adequate IT support for VPFO Division operations and processes as needed by faculty, staff, and students. 	<ol style="list-style-type: none"> 1. Organization and business processes are structured and staffed to maximize the utilization of PeopleSoft and ancillary systems - Processes are completed successfully. 2. Campus staff have ready access to training opportunities in the use of implemented systems. 3. Employees have web-based access to information. 4. Ancillary systems are implemented and operational. 5. Employees are able to access information they need; minimal calls with questions.

	Goal	Action Item	Measurement
B.	Services provided are responsive to the needs of an evolving campus.	<ol style="list-style-type: none"> 1. Develop a customer committee to provide feedback on the quality and adequacy of VPFO Division services. 2. Establish a UND Administrative Function Review Group to assess administrative processes for effectiveness and efficiency. 3. Review, update, and develop policies as necessary to support campus operations. 4. Support self-service for students, staff, and the public. 5. Enhance marketing efforts to increase awareness and utilization of VPFO services. 6. Provide structured experiential and service learning opportunities. 7. Continually evaluate growth opportunities and mechanisms for continuous improvement. 8. Respond to enrollment and research increases and provide adequate services. 9. Achieve compliance with mandates and recognized standards. 	<ol style="list-style-type: none"> 1. Campus satisfaction with services provided is high as evidenced by customer committee and surveys. 2. UND Administrative Function Review Group is formed, has a mission and charge supported by the President's Cabinet, and is functioning. 3. Policies are current and available via the web. 4. Improvement in the utilization of campus web pages as evidenced by web site counters. 5. Increase in the awareness and utilization of VPFO services. 6. Each department within the VPFO Division offers at least one experiential learning opportunity. 7. VPFO Division and units improve in function and efficiency as evidenced by customer committee and surveys. 8. VPFO Departments respond to increased enrollment and research and continue to provide timely and quality service. 9. Established and anticipated mandates and recognized standards are complied with in an appropriate, responsive manner.

	Goal	Action Item	Measurement
C.	Services are provided in a cost effective manner.	<ol style="list-style-type: none"> 1. Analyze recharge center rates quarterly to ensure appropriate cost recovery. 2. Annually compare recharge center rates to comparable rates of external suppliers. 3. Annually compare all service fees to rates charged by comparable entities at other institutions. 4. Expand opportunities for internal and external partnerships and collaborations. 5. Assess operational units to ensure financial stability. 	<ol style="list-style-type: none"> 1. Recharge centers have fund balances no greater than three month's operating costs. 2. Recharge center rates compare favorably to external suppliers. 3. Rates are comparable to other entities and competitive. 4. Quantified number of documented partnerships and collaborations are increased. 5. Operational units are financially stable.

	Goal	Action Item	Measurement
D.	Promote good stewardship by effectively managing and maximizing the use of available campus resources and provide additional resources as necessary to support enrollment and research.	<ol style="list-style-type: none"> 1. Develop an energy plan to include education and promotion of conservation practices. 2. Maintain accurate inventories of equipment/assets. 3. Identify equipment needs in support of critical needs. 4. Coordinate technology equipment acquisitions and transfers within the Division. 5. Monitor departmental spending. 6. Review departmental staffing to realign resources where need is the greatest. 	<ol style="list-style-type: none"> 1. Increase in the number of controlled measures to reduce energy units consumed. 2. All equipment/asset inventories are completed at least annually – Unused equipment is sent to surplus or transferred to another department. 3. Low level of unmet equipment needs - Critical needs are funded. 4. Departments have access to current technology. 5. Expenditures are within budget and available funding is utilized for priority needs. 6. Priority tasks are staffed.

	Goal	Action Item	Measurement
E.	Communicate effectively, openly and professionally with all constituents.	<ol style="list-style-type: none"> 1. Provide training on policies and procedures. 2. Enhance and promote the use of the VPFO Division web sites. 3. Proactively enhance communication between campus departments to identify emerging needs. 4. Coordinate with Student Government and student organizations to ensure communication with the student body and participation in campus committees and initiatives. 5. Coordinate with external constituents to enhance campus and community activities and services. 	<ol style="list-style-type: none"> 1. Increased VPFO sponsored training offered through U2 - Well trained employees - Paperwork completed accurately - Limited returns. 2. Communication is timely and accurate; high utilization of VPFO Division web sites as evidenced by web site counters. 3. Effective information exchange to support decision making process. 4. Students are represented on campus committees and initiatives and contribute to the decision making process – Official UND email addresses used to communicate with students. 5. Activities and services are coordinated with external constituents to maximize availability, quality, efficiency, and financial stability.

PRIORITY AREA II: ENSURE THE CAMPUS PHYSICAL ENVIRONMENT MEETS THE NEEDS, GOALS, AND FUNCTIONS OF A PROGRESSIVE, DIVERSE AND DYNAMIC UNIVERSITY COMMUNITY

	Goal	Action Item	Measurement
.	Campus development is based upon accurate data and consistent with a comprehensive Campus Master Plan.	<ol style="list-style-type: none"> 1. Update inventory of campus facilities and infrastructure and maintain accurate data on current capacity. 2. Develop and maintain an Academic Building Master Plan that integrates into the Campus Master Plan. 3. Develop and maintain a Parking and Traffic Master Plan that integrates into the Campus Master Plan. 4. Develop and maintain a Housing Master Plan that integrates into the Campus Master Plan. 5. Develop and maintain an Infrastructure Master Plan that integrates into the Campus Master Plan. 6. Develop and maintain a Facility Space Master Plan that integrates into the Campus Master Plan. 7. Communicate space utilization and infrastructure capacity data to the President’s Cabinet. 	<ol style="list-style-type: none"> 1. Comprehensive, current information is available regarding campus facilities and infrastructure – service is uninterrupted. 2. An Academic Building Master Plan is available and utilized in the campus decision making process. 3. Parking and Traffic Master Plan is available and utilized in the campus decision making process. 4. Housing Master Plan is available and utilized in the campus decision making process. 5. Infrastructure Master Plan is available and utilized in the campus decision making process. 6. Facility Space Master Plan is available and utilized in the campus decision making process. 7. Growth is managed to meet university needs - Improvements to campus space utilization.

	Goal	Action Item	Measurement
B.	Infrastructure and facility needs necessary to support campus strategic initiatives are anticipated and communicated.	<ol style="list-style-type: none"> 1. Provide adequate infrastructure and facilities to support increased enrollment and research. 2. Maintain, update, and renovate, facilities to complement the functions of the campus. 	<ol style="list-style-type: none"> 1. Increases in enrollment and research do not burden systems and facilities. 2. Improvements to campus facilities.
C.	Campus living, learning, and workplace areas are safe and protected against loss.	<ol style="list-style-type: none"> 1. Develop a Security Master Plan. 2. Perform safety and preventive maintenance inspections on facilities and operations. 3. Develop and maintain emergency and contingency plans to protect persons, facilities, and operations. 4. Annually review insurance coverage and associated costs. 	<ol style="list-style-type: none"> 1. Positive trends in incident, insurance, and crime statistics. 2. Compliance with required mandates – Improved reliability of facilities and operations. 3. Emergency and contingency plans developed and current. 4. All assets are adequately covered and premiums are managed.

PRIORITY III: RECRUIT AND RETAIN OUTSTANDING EMPLOYEES THAT ARE SKILLED, STUDENT ORIENTED, INNOVATIVE, AND RECOGNIZED FOR THEIR COMMITMENT TO EXCELLENCE.

	Goal	Action Item	Measurement
A.	Recruit and retain outstanding employees	<ol style="list-style-type: none"> 1. Effectively advertise position openings to attract qualified applicants. 2. Enhance awareness of employee opportunities within the VPFO Division. 3. Regularly inform employees of issues relating to employment at UND. 4. Develop and implement a program for the delivery and tracking of required employee training. 5. Address salary issues related to market value. 	<ol style="list-style-type: none"> 1. Increase in the number of applicants for positions within the University. 2. More applicants for internal position openings. 3. Employees participate in seminars and evaluate positively. 4. Program has been developed and required training is being properly delivered and tracked. 5. Positions at or near market.

	Goal	Action Item	Measurement
B.	Maximize employee job performance by increasing job satisfaction.	<ol style="list-style-type: none"> 1. Increase training and professional development opportunities. 2. Annually review job performance and provide opportunity for employee feedback. 3. Support staff utilization of employee tuition waivers. 4. Broaden employee participation in division and departmental initiatives. 	<ol style="list-style-type: none"> 1. More training/development opportunities and more participants – More employees cross-trained for job rotation, continuous service, and organizational understanding. 2. Performance evaluations are current. 3. Positive trend in tuition waiver utilization. 4. Improved employee participation.
C.	Recognize employee achievement and performance.	<ol style="list-style-type: none"> 1. Maintain current, and develop new recognition programs. 2. Partner with Staff Senate to identify recognition opportunities. 3. Promote workplace wellness. 	<ol style="list-style-type: none"> 1. Successful recognition programs – Increased number of employees nominated for awards. 2. Programs focusing on recognition of services offered by VPFO Division departments. 3. Development and implementation of programs directed towards workplace wellness.

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
- Purchasing and Central Receiving

Facilities

Human Resources

Payroll and Benefits

Residence Services

- Housing
- Dining Services
- Operations Division Network Administration
- U-Card Office

Safety and Environmental Health

- Radiation & Chemical Safety
- Risk Management

APPENDIX B
Strategic Plan/Annual Report Development Group

The following Division Unit Heads participated in the development of this strategic plan:

Robert Gallager, Vice President for Finance and Operations
Peggy Lucke, Associate Vice President for Finance and Operations
Margaret Myers - Assistant Vice President for Finance & Operations
Judy Sargent - Director of Residence Services
Jim Uhlir - Director, Auxiliary Services
Pam Hurdelbrink, Campus Peoplesoft Coordinator
Larry Zitzow - Director of Facilities
Jason Uhlir - Director, Safety and Environmental Health/Risk Mgmt.
Greg Krause - Director, Radiation and Chemical Safety
Pat Hanson - Director of Payroll and Benefits
Diane Nelson - Director of Human Resources

In addition to feedback provided by all Division Unit Heads, the following persons were specifically assigned to the Finance and Operations Division Strategic Plan/Annual Report Task Group:

Thomas Brockling - Police Officer, University Police
Kirsten Carolin – Marketing Director, Residence Services
Margaret Myers – Asst. VP for Finance and Operations
Sharlette Seelan – Special Projects Manager, Housing
Janice Troitte – Administrative Officer and Recycling Coord., Facilities
Jason Uhlir – Director of Safety and Environmental Health/Risk Mgmt.