

CALIFORNIA STATE UNIVERSITY SAN MARCOS
Finance and Administrative Services
2016-2017 Strategic Objectives
Quarter 3

FINANCE AND BUDGET

Fiscal Services

FAS Strategic Objectives	Department Goals	Progress
Develop workforce strategies	STAFF TRAINING & READINESS - debrief and review FY15/16 yearend close process and identify opportunities for improvement. Goal is to <u>strengthen staff understanding of yearend tasks and create process efficiencies</u> . This effort will improve team effectiveness by <u>freeing up time for leaders to focus on more value-focused responsibilities</u> including staff review (improving internal controls & accuracy) as well as lighten time burden on management promoting better work-life balance during busy season.	● On Target
	ROUTINE FINANCIAL REVIEW WITH STAFF - dedicate a component of regular staff meetings to high-level financial review of the campus and auxiliary activities & financial position. Goal is to deepen staff knowledge & understanding of the big-picture financial operations of our organization which will <u>promote employee engagement and enhance motivation by connecting staff-level efforts to larger organizational performance</u> .	● Approaching Target
Create and refine innovative business practices	AUX REORGANIZATION - Provide <u>legendary service</u> in financial leadership support of <u>auxiliary reorganization</u> - which will involve merging of housing into existing-UARSC operations as well as consolidating aux student fee-based activities into ASI. With name-change of UARSC to UCorp	● On Target
	REVIEW/UPDATE ACCOUNTING PROCEDURES - comprehensive review of established procedures and identify gaps and necessary revisions & updates. This exercise will <u>promote process improvement and strengthen documentation</u> for future audits, and better facilitate cross-training.	● On Target
	DEVELOP EXECUTIVE SUMMARY FINANCIAL REPORTING - provide financial leadership team with routine high-level summary of financial performance to include peer analysis and other benchmarking along with highlights of performance for each period. This goal will <u>improve transparency around financial performance and provide a tool to better support the financial decision-making process</u> .	● Approaching Target
	AUTOMATION OF AUX FINANCIAL REPORTS - work w/ FSO to leverage reporting trees, attributes, & other system features to create specialized auxiliary financial performance reports. Leverage system resources to <u>create automated financial reports to improve timeliness, reduce risk of manual error, and promote more effective use of department staffing resources</u> - reducing financial report preparation time by 20%	● Behind Target

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Deliver legendary service	NEW USER TRAINING MATERIALS - given the high level of newer community resources staffing, we will develop training materials help our end-users get up-to-speed and better understand processes such as financial transfer requests, billing, and other fiscal services.	● On Target
	COMPLETE FUNDRIVER ENDOWMENT CONVERSION - including audit & review of all endowments and scholarships to ensure data integrity of loaded data. System will allow UA to provide accurate & timely reports to donors to enhance donor relations & stewardship.	● On Target
Identify new and strengthen existing partnerships to support the campus community	SPACING NEEDS PROJECT SUPPORT - further develop campus partnerships by providing financial advisement and support for the campus spacing needs project, which includes assessment of in-house and outside partnership solutions via P3 (public-private-partnership). Goal is to <u>support and facilitate effective strategic decision making.</u>	● On Target
	STRENGTHEN CROSS-FUNCTIONAL COLLABORATION - further develop partnerships with Extended Learning, Student Financial Services, and Financial Aid groups Goal is to <u>obtain deeper understanding of departments challenges to promote more effective and efficient accounting & financial processes.</u>	● On Target
Foster a culture of sustainability	Certification of all individuals and departments in Sustainable Cougars Office Program by 6/30/17	● Approaching Target

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Financial Systems Operations

FAS Strategic Objectives	Department Goals	Progress
Develop workforce strategies	Expand CFS knowledge: Study guides to gain proficiency with Interunit ProCard by 12/31/2016	● On Target
	Spend 8 hours per month on learning the requisition and purchase order entry process, identify potential errors, and document procedures	● On Target
Create and refine innovative business practices	Implement invoice data feed from Library system to CFS via the AP voucher upload process by close of accounting period 4, 10/31/2016. Removes duplicate invoice entry by AP, reducing errors, and reducing vendor inquiries by paying invoices weekly potentially saving 50+ work hours per year.	● On Target
	Implement Interunit Pro Card process by close of accounting period 7, 01/31/2017 to reduce the volume of manual fund transfers, bills printed/processed, AP invoice manual entry, and Cashier deposits from intermittent throughout the month to a monthly process.	● Approaching Target
Deliver Legendary Service	Deliver improved support for CFS year-end operations	● Approaching Target
	Develop 10 FAQs and post to FSO website by 6/30/17	● Approaching Target
Identify new and strengthen existing partnerships to support the campus community	Develop FSO year-end checklist to support all business units and all CFS modules before year-end deadlines, 04/15/2017	● Approaching Target
Foster a culture of sustainability	Certification of all individuals and departments in Sustainable Cougars Office Program by 6/30/17	● Approaching Target

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University Budget Office

FAS Strategic Objectives	Department Goals	Progress
Develop workforce strategies	Cross training for compensation and benefits allocation processes	● On Target
Create and refine innovative business practices	Continue to refine our forecasting capabilities with regard to monitoring the balance of the benefit and compensation central budget pools.	● On Target
Deliver Legendary Service	Customer satisfaction survey improvement - % / additional training offered / no survey category with an average rating below 4.00	● Approaching Target
	Engage campus budget users with a survey to evaluate what the needs are as far as training / support or other areas which could help their processes related to budget - to be able to offer training prior to year-end 2016/17	● On Target
	Provide additional training opportunities in the finance data warehouse before Spring semester starts in addition to the two provided in August 2016.	● On Target
Identify new and strengthen existing partnerships to support the campus community	Establish one additional recurring meeting with another division / campus unit by mid-year (currently have standing meeting with Athletics)	● Approaching Target
Foster a culture of sustainability	Certification of all individuals and departments in Sustainable Cougars Office Program by 6/30/17	● Approaching Target

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Student Financial Services

FAS Strategic Objectives	Department Goals	Progress
Develop workforce strategies	Provide clarity as to staff responsibilities and what they will be held accountable for; improve the accuracy of our business processes with the ability to transfer knowledge to back-ups and/or new employees	● On Target
	Ensure level of service to students and campus community does not decrease when a staff member is out of the office or leaves the company	● On Target
Create and refine innovative business practices	Build a broader understanding of current business processes and an improved awareness of upstream and downstream impacts	● On Target
	Improve the efficiency of the SFS collections process	● Behind Target
Deliver Legendary Service	Gain clarity as to how well the SFS department is performing as a team; Gain a "true north" understanding of what is important to track, how to track it, and how we will know if we are succeeding	● Behind Target
	Improve customer satisfaction	● Approaching Target
Identify new and strengthen existing partnerships to support the campus community	Improve awareness and understanding of SFS processes and PeopleSoft pages within Campus Community - hold at least three discovery/training sessions	● On Target
	Improve collaboration and communication between Financial Aid and Student Financials	● On Target
Foster a culture of sustainability	Certification of all individuals and departments in Sustainable Cougars Office Program by 6/30/17	● Approaching Target