

**Cal State San Marcos**  
**Finance and Administrative Services**  
**Aligning to the Campus Strategic Priorities**

**VICE PRESIDENT, FAS - FAMILY**

**OFFICE OF THE AVP, RESOURCE MANAGEMENT AND ASSESSMENT**

<b>Campus Strategic Priority</b>	<b>FAS Priority</b>	<b>BSC Objective</b>	<b>BSC Perspective</b>	<b>Goal</b>
Campus Climate	Workforce Development	Build a positive work environment	People	Continue reviewing, utilizing and reinforcing the tools learned from the Pacific Institute training
Campus Climate	Workforce Development	Develop needed workforce skills and competencies	People	Develop a division mentoring program
Campus Climate	Administrative Productivity and Quality	Seek continuous process improvement	Processes	Re-engineer the campus policies and procedures process
Academic Excellence, Campus Climate	Administrative Productivity and Quality	Foster collaborations	Processes	Implement a division calendar, tracking pertinent events
Academic Excellence, Student Life	Managing Growth	Deliver quality services	Campus Community	Facilitate successful opening and operation of the new campus one-stop center
Academic Excellence, Campus Climate	Workforce Development, Physical and Fiscal Asset Management, Managing Growth	Strategically plan and manage resources	Resources/Regulations	Effectively manage positions through succession planning for interim positions and anticipated retirees, and filling vacant positions
<b>STRATEGIC PLANNING</b>				
<b>Campus Strategic Priority</b>	<b>FAS Priority</b>	<b>BSC Objective</b>	<b>BSC Perspective</b>	<b>Goal</b>
Academic Excellence, Campus Climate	Workforce Development, Administrative Productivity and Quality	Develop needed workforce skills and competencies	People	Develop BSC and related tools training using Mediasite
Campus Climate	Workforce Development, Administrative Productivity and Quality	Build a positive work environment	People	Champion the FAS Focus Group action items resulting in successful implementation plans
Academic Excellence, Campus Climate	Administrative Productivity and Quality	Seek continuous process improvement	Processes	Increase process improvement general training sessions for FAS employees

Academic Excellence, Campus Climate	Workforce Development, Administrative Productivity and Quality	Strengthen trust, respect and confidence	Campus Community	Work with department managers to create department BSC's and measures
Academic Excellence, Campus Climate	Physical and Fiscal Asset Management, Managing Growth	Strategically plan and manage resources	Resources/Regulations	Increase use of pbviews for departments and divisions in order allow informed decision-making

**UNIVERSITY BUDGET OFFICE**

<b>Campus Strategic Priority</b>	<b>FAS Priority</b>	<b>BSC Objective</b>	<b>BSC Perspective</b>	<b>Goal</b>
Academic Excellence, Campus Climate	Workforce Development, Administrative Productivity and Quality	Build a positive work environment	People	Effectively shift work duties within the Budget Office to accommodate our new team member and balance all work loads
Academic Excellence	Workforce Development	Develop needed workforce skills and competencies	People	Continue to develop skills to an advanced level in PS Finance and HR Query
Campus Climate	Administrative Productivity and Quality, Physical and Fiscal Asset Management	Seek continuous process improvement	Processes	Enhance the mid-year budget review process
Academic Excellence, Student Life	Physical and Fiscal Asset Management	Deliver quality services	Campus Community	Maintain high customer service standards by providing less than 24 hour response time to inquiries, issues, personnel documents and budget transfers
Academic Excellence	Physical and Fiscal Asset Management	Strategically plan and manage resources	Resources/Regulations	Successfully implement the Fee Revenue Management Program (FRMP)
Academic Excellence, Campus Climate	Managing Growth	Strategically plan and manage resources	Resources/Regulations	Provide documentation and data in support of the University's strategic plan and priorities

**UNIVERSITY POLICE**

<b>Campus Strategic Priority</b>	<b>FAS Priority</b>	<b>BSC Objective</b>	<b>BSC Perspective</b>	<b>Goal</b>
Academic Excellence, Student Life	Workforce Development	Develop needed workforce skills and competencies	People	Recruit and retain well-trained and experienced employees.
Educational Equity, Campus Climate	Workforce Development	Build a positive work environment	People	Maintain current level of diversity and target recruitment efforts toward this goal for both gender and ethnic diversity

Academic Excellence, Student Life	Managing Growth	Foster collaborations	Processes	Be involved in all capital projects through build-out. This includes training for a crime prevention officer evaluating the projects by CPTED (crime prevention through environmental design)
Academic Excellence, Student Life	Physical and Fiscal Asset Management	Seek continuous process improvement	Processes	Deploy MDT's (Mobile Data Terminals) in all patrol vehicles over the next four years
Academic Excellence, Student Life	Managing Growth	Deliver quality services	Campus Community	Install a "Live Scan" device at a convenient location on campus
Student Life, Community Partnerships	Managing Growth	Strengthen trust, respect and confidence	Campus Community	Increase the number of Community Service Officers
Academic Excellence, Student Life, Community Partnerships	Managing Growth, Workforce Development, Community Partnerships	Communicate compliance, issues and standards	Resources/Regulations	Increase the frequency of and participation in crime prevention programs
Campus Climate, Community Partnerships	Managing Growth, Environmental Stewardship	Meet legal and regulatory requirements	Resources/Regulations	Research and vigorously support the installation of a traffic control device at the Palm Canyon and Craven Road intersection

## FACILITIES DEVELOPMENT AND MANAGEMENT - FAMILY

### FACILITY SERVICES

Campus Strategic Priority	FAS Priority	BSC Objective	BSC Perspective	Goal
Academic Excellence, Campus Climate	Workforce Development, Managing Growth	Build a positive work environment	People	Improve department morale by increasing customer awareness of our responsibilities, processes, and limitations
Academic Excellence, Student Life	Managing Growth	Foster collaborations	Processes	Develop campus Roadway Maintenance Program
Academic Excellence, Student Life	Administrative Productivity and Quality	Seek continuous process improvement	Processes	Increase field staff productivity by expanding use of Mobile FM to all field crews
Academic Excellence, Student Life	Managing Growth	Deliver quality services	Campus Community	Expand the Preventive Maintenance Program
Community Partnerships	Environmental Stewardship, Physical and Fiscal Asset Management	Strategically plan and manage resources	Resources/Regulations	Reduce campus solid waste costs

Community Partnerships	Environmental Stewardship, Physical and Fiscal Asset Management	Strategically plan and manage resources	Resources/Regulations	Reduce campus energy costs
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**PLANNING, DESIGN AND CONSTRUCTION**

<b>Campus Strategic Priority</b>	<b>FAS Priority</b>	<b>BSC Objective</b>	<b>BSC Perspective</b>	<b>Goal</b>
Campus Climate	Workforce Development	Develop needed workforce skills and competencies	People	Increase staff to manage workload, while cross training to respond to workload fluctuations and prepare them for advancement
Campus Climate, Community Partnerships	Administrative Productivity and Quality, Managing Growth, Workforce Development	Foster collaborations	Processes	Increase collaboration through the development and use of improved interdepartmental procedures
Academic Excellence, Student Life, Community Partnerships	Managing Growth, Environmental Stewardship	Deliver quality services	Campus Community	Develop, implement and occupy new capital projects, such as the Social and Behavioral Sciences Building, Parking Structure I, the Student Health Center, the Police Station and Parking Administration Building, the Center for Children and Families, Craven Hall Renovations, and others
Campus Climate, Community Partnerships	Physical and Fiscal Asset Management	Meet legal and regulatory requirements	Resources/Regulations	Successfully complete financial audit of Markstein Hall and compliance audit by the CO without major findings

**FINANCE AND BUSINESS SERVICES - FAMILY**

**OFFICE OF THE AVP, FINANCE AND BUSINESS SERVICES**

<b>Campus Strategic Priority</b>	<b>FAS Priority</b>	<b>BSC Objective</b>	<b>BSC Perspective</b>	<b>Goal</b>
Campus Climate	Workforce Development	Develop needed workforce skills and competencies	People	Provide mentoring for new managerial staff in FaBS
Academic Excellence, Campus Climate	Workforce Development	Build a positive work environment	People	Provide a positive work environment for FaBS

Academic Excellence	Physical and Fiscal Asset management	Seek continuous process improvement	Processes	Refine the cost allocation procedures and develop the investment policy
Academic Excellence, Campus Climate	Workforce Development, Managing Growth	Strengthen trust, respect and confidence	Campus Community	Continue to provide high-lever user training to Academic departments and expand to FAS departments
Academic Excellence	Physical and Fiscal Asset Management	Strategically plan and manage resources	Resources/Regulations	Improve investment earnings via Fee Revenue Management Program

### ACCOUNTING SERVICES AND ACCOUNTS PAYABLE

Campus Strategic Priority	FAS Priority	BSC Objective	BSC Perspective	Goal
Academic Excellence, Campus Climate	Workforce Development	Build a positive work environment	People	Bring continuity and stability to AP and Accounting by improving retention and mentoring of staff
Campus Climate	Administrative Productivity and Quality	Seek continuous process improvement	Processes	Document procedures in the form of desk manuals
Academic Excellence, Campus Climate	Administrative Productivity and Quality	Deliver quality services	Campus Community	Follow through on BMRT Survey action items - JV descriptions and chargeback drill-downs
Academic Excellence	Physical and Fiscal Asset Management	Strategically plan and manage resources	Resources/Regulations	Successfully implement Fee Revenue Management Program (FRMP) to maximize earnings

### MATERIALS MANAGEMENT AND MAIL SERVICES

Campus Strategic Priority	FAS Priority	BSC Objective	BSC Perspective	Goal
Academic Excellence, Campus Climate	Administrative Productivity and Quality, Workforce Development	Build a positive work environment	People	Hold department meetings to review processes and share information
Campus Climate	Administrative Productivity and Quality	Seek continuous process improvement	Processes	Develop desktop procedures for all processes
Academic Excellence	Administrative Productivity and Quality	Deliver quality services	Campus Community	Collaborate with customers to ensure timely and accurate deliveries
Community Partnerships	Physical and Fiscal Asset Management, Administrative Productivity and Quality	Meet legal and regulatory requirements	Resources/Regulations	Comply with Postmaster General's requirements

### PAYROLL SERVICES

Campus Strategic Priority	FAS Priority	BSC Objective	BSC Perspective	Goal
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Campus Climate, Educational Equity	Workforce Development	Build a positive work environment	People	Bring Payroll to the public - increase job satisfaction
Campus Climate, Community Partnerships	Administrative Productivity and Quality, Physical and Fiscal Asset Management	Seek continuous process improvement	Processes	Analyze and refine current business practices and document procedures in the form of desk manuals
Academic Excellence, Campus Climate	Managing Growth, Physical and Fiscal Asset Management	Deliver quality services	Campus Community	Deliver quality services - follow through on BMRT Survey action items
Academic Excellence, Community Partnerships	Physical and Fiscal Asset Management	Meet legal and regulatory requirements	Resources/Regulations	Comply with state, federal, SCO, CO and campus policies/procedures related to Payroll

### PROCUREMENT SERVICES

Campus Strategic Priority	FAS Priority	BSC Objective	BSC Perspective	Goal
Academic Excellence, Campus Climate	Administrative Productivity and Quality, Workforce Development	Develop needed workforce skills and competencies	People	Hold department meetings to review processes and share information
Campus Climate	Administrative Productivity and Quality	Seek continuous process improvement	Processes	Develop desktop procedures for all processes
Academic Excellence, Community Partnerships	Physical and Fiscal Asset Management, Managing Growth, Workforce Development	Foster collaborations	Processes	Successfully implement new campus ProCard vendor and update related processes
Academic Excellence	Administrative Productivity and Quality	Communicate compliance, issues and standards	Processes	Update department policies
Academic Excellence, Campus Climate	Administrative Productivity and Quality	Deliver quality services	Campus Community	Increase customer utilization and knowledge of University's authorized purchasing tools
Educational Equity, Community Partnerships	Managing Growth, Physical and Fiscal Asset Management	Meet legal and regulatory requirements	Resources/Regulations	Increase pool of DVBE and small business vendors, and develop relationships to increase opportunities

### STUDENT FINANCIAL SERVICES

Campus Strategic Priority	FAS Priority	BSC Objective	BSC Perspective	Goal
Academic Excellence, Campus Climate	Workforce Development	Build a positive work environment	People	Recruit and retain employees while developing a well-trained, cohesive team
Campus Climate	Administrative Productivity and Quality	Seek continuous process improvement	Processes	Develop desktop procedures

Academic Excellence, Student Life	Managing Growth	Deliver quality services	Campus Community	Actively participate in the opening and operation of the new campus one-stop center
Academic Excellence, Campus Climate	Physical and Fiscal Asset Management , Administrative Productivity and Quality	Meet legal and regulatory requirements	Resources/Regulations	Successfully implement PeopleSoft Student conversion from Banner

**SYSTEMS OPERATIONS AND DEVELOPMENT**

<b>Campus Strategic Priority</b>	<b>FAS Priority</b>	<b>BSC Objective</b>	<b>BSC Perspective</b>	<b>Goal</b>
Academic Excellence, Campus Climate	Workforce Development	Build a positive work environment	People	Promote SOD's value regarding systems support and development
Campus Climate	Administrative Productivity and Quality	Seek continuous process improvement	Processes	Develop desktop procedures
Academic Excellence, Student Life, Campus Climate	Administrative Productivity and Quality	Strengthen trust, respect and confidence	Campus Community	Continue enhancement of CMS HR, Finance and Student systems' functionality and reporting in order to ensure needs of students, faculty and staff are addressed
Academic Excellence, Educational Equity	Managing Growth, Administrative Productivity and Quality, Workforce Development	Deliver quality services	Campus Community	Ensure user reporting needs are met through training and enhanced reporting
Academic Excellence	Physical and Fiscal Asset Management, Administrative Productivity and Quality	Meet legal and regulatory requirements	Resources/Regulations	Comply with SCO and CO reporting requirements through system maintenance and enhancements

**HUMAN RELATIONS AND CAMPUS ENTERPRISES**

**OFFICE OF THE AVP, HUMAN RELATIONS AND CAMPUS ENTERPRISES**

<b>Campus Strategic Priority</b>	<b>FAS Priority</b>	<b>BSC Objective</b>	<b>BSC Perspective</b>	<b>Goal</b>
Campus Climate	Workforce Development	Build a positive work environment	People	Achieve Business Excellence through our continuous commitment to the I21 principles
Academic Excellence, Student Life, Campus Climate, Community Partnerships	Managing Growth, Administrative Productivity and Quality	Seek continuous process improvement	Processes	Implement a campuswide space scheduling protocol

Academic Excellence, Student Life, Campus Climate, Community Partnerships, Educational Equity	Managing Growth, Physical and Fiscal Asset Management	Deliver quality services	Campus Community	Establish a University Events Scheduling Office
Academic Excellence, Student Life, Campus Climate, Community Partnerships, Educational Equity	Environmental Stewardship, Physical and Fiscal Asset Management, Workforce Development	Meet legal and regulatory requirements	Resources/Regulations	Develop a comprehensive emergency preparedness and business continuity program

**CAMPUS ENTERPRISES**

<b>Campus Strategic Priority</b>	<b>FAS Priority</b>	<b>BSC Objective</b>	<b>BSC Perspective</b>	<b>Goal</b>
Academic Excellence, Campus Climate	Workforce Development, Administrative Productivity and Quality	Develop needed workforce skills and competencies	People	Provide training opportunities to grow a more effective team and give people the support and trust to take reasonable risks
Campus Climate, Community Partnerships	Environmental Stewardship	Foster collaborations	Processes	Implement a Transportation Demand Management Program
Academic Excellence, Student Life, Campus Climate	Administrative Productivity and Quality, Managing Growth	Seek continuous process improvement	Processes	Expand process improvements within the Copy Center
Academic Excellence, Campus Climate, Student Life	Administrative Productivity and Quality	Deliver quality services	Campus Community	Turn customer service into customer satisfaction using the Nordstrom model
Academic Excellence, Student Life, Campus Climate	Managing Growth, Physical and Fiscal Asset Management	Strategically plan and manage resources	Resources/Regulations	Work with PDC and CO to determine the financing, qualifying timeline and construction timeline for the first parking structure

**CLARKE FIELD HOUSE / UNIVERSITY STUDENT UNION**

<b>Campus Strategic Priority</b>	<b>FAS Priority</b>	<b>BSC Objective</b>	<b>BSC Perspective</b>	<b>Goal</b>
Campus Climate	Workforce Development, Administrative Productivity and Quality	Build a positive work environment	People	Utilize a shared file folder system to encourage follow-through, develop trust, and foster support within our department
Campus Climate, Community Partnerships	Administrative Productivity and Quality, Physical and Fiscal Asset Management, Environmental Stewardship	Seek continuous process improvement	Processes	Convert to an Electronic Request for Facility Use (E-RFU) process

Student Life, Campus Climate, Educational Equity	Workforce Development	Deliver quality services	Campus Community	Increase number of programs that promote personal wellness, personal and professional development, and inclusiveness
Student Life, Campus Climate	Managing Growth, Physical and Fiscal Asset Management	Strategically plan and manage resources	Resources/Regulations	Make better use of current physical resources to better serve students and the campus community

### HUMAN RESOURCES AND EQUAL OPPORTUNITY

Campus Strategic Priority	FAS Priority	BSC Objective	BSC Perspective	Goal
Academic Excellence, Campus Climate, Community Partnerships, Educational Equity	Administrative Productivity and Quality, Workforce Development	Develop needed workforce skills and competencies	People	Provide and/or present improved professional development education and training opportunities as part of the HREO training program
Academic Excellence, Campus Climate	Administrative Productivity and Quality, Workforce Development	Seek continuous process improvement	Processes	Assess and improve the Recruitment and Selection process to ensure the timely hire of well-qualified employees
Campus Climate, Community Partnerships	Administrative Productivity and Quality, Workforce Development	Deliver quality services	Campus Community	Provide enhanced work/life benefits through the Employee Assistance Program
Academic Excellence, Campus Climate	Administrative Productivity and Quality, Physical and Fiscal Asset Management, Workforce Development	Strategically plan and manage resources	Resources/Regulations	Create and implement a comprehensive Exit Processing Program to help reduce turnover costs and improve employee satisfaction

### RISK MANAGEMENT AND SAFETY

Campus Strategic Priority	FAS Priority	BSC Objective	BSC Perspective	Goal
Campus Climate	Workforce Development	Develop needed workforce skills and competencies	People	Recruit, retain and train staff to manage tasks within the scope of their positions
Academic Excellence, Campus Climate, Community Partnerships	Managing Growth, Physical and Fiscal Asset Management, Environmental Stewardship	Foster collaborations	Processes	Work in collaboration with CSL and Procurement in order to provide faculty with the tools that will offer students a meaningful learning experience through CSL and the University
Academic Excellence, Campus Climate	Managing Growth, Environmental Stewardship	Strengthen trust, respect and confidence	Campus Community	Demonstrate the benefits of the RM&S programs through our services, education and collaboration with the campus community

Academic Excellence, Campus Climate, Community Partnerships	Managing Growth, Physical and Fiscal Asset Management	Strategically plan and manage resources	Resources/Regulations	Provide documentation and data to demonstrate fiscal impact of research activities on the general fund through the Hazardous Materials Management program