

# Financial Services

Strategic Plan 2018



# *Vision, Mission & Values*

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## **OUR VISION**

A vibrant Cal Poly community where every student, faculty and staff member is equipped to thrive.

## **OUR MISSION**

Strategically partner with the campus community to ensure a successful financial future.

## **OUR VALUES**

**S**TRATEGIC

**E**THICAL

**R**ESULTS-DRIVEN

**V**ISIONARY

**I**NCLUSIVE

**C**OLLABORATIVE

**E**MPOWERING



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## BUDGET

### *Strategic Direction #1*

Provide effective and innovative stewardship of institutional assets and resources.

GOAL(S)	OBJECTIVE(S)
<p><b>1</b></p> <p><b>Analyze fiscal operations for effectiveness, funding and sustainability.</b></p>	<ol style="list-style-type: none"> <li>1. Create a process to capture and evaluate financial practices.</li> <li>2. Strengthen periodic fiscal close process for transparency and oversight.</li> <li>3. Establish and standardize budgeting ruleset(s) across campus.</li> <li>4. Improve the salary and benefits-related processes.</li> </ol>
<p><b>2</b></p> <p><b>Enhance accessibility of financial information.</b></p>	<ol style="list-style-type: none"> <li>1. Streamline budget process and reporting.</li> <li>2. Roll out improved financial reporting solutions for greater accessibility and transparency.</li> <li>3. Transition financial oversight from a passive to active process.</li> </ol>
<p><b>3</b></p> <p><b>Provide timely and effective budget and financial reporting to decision-makers to facilitate data-driven decisions and enhance resource management and accountability.</b></p>	<ol style="list-style-type: none"> <li>1. Develop a comprehensive annual budget and reporting structure.</li> <li>2. Develop a quarterly budget reporting cycle with documented corrective action, as needed.</li> <li>3. Create and maintain a multi-year forecasting model for budget planning.</li> <li>4. Enhance monthly ad hoc reporting.</li> </ol>

## BUDGET

### *Strategic Direction #2*

Achieve a culture of  
world-class service.

GOAL(S)	OBJECTIVE(S)
<p><b>1</b>      <b>Develop a deep understanding of customer needs in order to drive performance improvements.</b></p>	<ol style="list-style-type: none"> <li>1. Analyze the results of the A&amp;F customer satisfaction survey (CSS) to find customer service gaps, including the root causes that drive them.</li> <li>2. Explore and develop additional feedback processes.</li> </ol>
<p><b>2</b>      <b>Empower employee innovation to promote continuous improvement in all financially related operations, processes and services.</b></p>	<ol style="list-style-type: none"> <li>1. Encourage employees to take ownership of, and improve their business process with the end goal of delivering customer value.</li> <li>2. Simplify Financial Services processes by removing waste (extra steps and non-value added work) through process improvement methodology.</li> </ol>
<p><b>3</b>      <b>Develop accessible training.</b></p>	<ol style="list-style-type: none"> <li>1. Develop "Learning Series" including alternative learning opportunities.</li> <li>2. Establish job specific training to address varying levels of knowledge.</li> <li>3. Develop new financial management trainings.</li> </ol>

## BUDGET

### *Strategic Direction #3*

Engage, partner and  
collaborate

GOAL(S)	OBJECTIVE(S)
<p><b>1</b> Promote and improve outreach.</p>	<ol style="list-style-type: none"> <li>1. Ensure that support is available for a diverse constituency.</li> <li>2. Create new opportunities for direct engagement.</li> </ol>
<p><b>2</b> Develop university partnerships to leverage shared project, development and resource opportunities.</p>	<ol style="list-style-type: none"> <li>1. Improve communication with campus to foster productive working relationships and enhance the transparency and understanding of campus operations and processes.</li> <li>2. Increase integration with campus unit processes.</li> <li>3. Create a communication strategy that allows for new collaborations to be initiated.</li> </ol>
<p><b>3</b> Develop a unified communications strategy focused on A&amp;F's refreshed vision, mission and values.</p>	<ol style="list-style-type: none"> <li>1. Maintain a prominent and up-to-date website.</li> <li>2. Standardize departmental branding and communication.</li> </ol>

# FINANCE

## *Strategic Direction #1*

# Be an advocate for simplicity.

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University Financial Services creates value by continually listening, questioning and exploring ways to simplify processes, procedures and policies.

GOAL(S)	OBJECTIVE(S)
<p><b>1</b></p> <p><b>Execute process improvement in all areas.</b></p>	<ol style="list-style-type: none"> <li>1. Limit number of approvals required.</li> <li>2. Reduce or eliminate the need for wet signatures.</li> <li>3. Cut down on lead and wait times involved, especially those that impact the customer.</li> <li>4. Improve paper and form heavy processes.</li> <li>5. Create new innovative ways to deliver our services.</li> </ol>
<p><b>2</b></p> <p><b>Involve upstream and downstream partners in our process improvement projects.</b></p>	<ol style="list-style-type: none"> <li>1. Create more transparency to the steps involved in a process and gain perspectives on change impacts.</li> <li>2. Focus on identifying the root causes of inefficiency.</li> <li>3. Reduce operational silos by creating collaborative roles and responsibilities in each process.</li> </ol>
<p><b>3</b></p> <p><b>Anticipate and understand our customer's needs.</b></p>	<ol style="list-style-type: none"> <li>1. Actively seek the current technology needs and trends in industry to improve the transactional experience for our customers.</li> <li>2. Prepare for campus growth and the continuing need for our services by listening, engaging, and gaining feedback across campus.</li> <li>3. Increase the number of self-service processes that are available 24/7/365.</li> <li>4. Look for solutions that are both strategic and create short term wins.</li> </ol>
<p><b>4</b></p> <p><b>Increase awareness and adoption of sustainability practices in day-to-day business operations.</b></p>	<ol style="list-style-type: none"> <li>1. Reduce the dependency on processes that require copying and printing.</li> <li>2. Limit the electricity usage in our offices and meeting rooms.</li> <li>3. Promote refillable beverage containers and water filling stations by our staff.</li> <li>4. Practice behaviors that promote recycling and zero waste events, meetings and break rooms.</li> </ol>

## FINANCE

### *Strategic Direction #2*

Empower and invest in a talented and diverse team by developing leaders throughout the organization.

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Create a hub of talent that mutually benefits the individuals' professional growth and value to the university.

GOAL(S)	OBJECTIVE(S)
<p><b>1</b> Ensure a technical, leadership and organizational body of knowledge through professional credentialing and training programs.</p>	<ol style="list-style-type: none"> <li>1. Create a catalog of training specific to our unit to enhance skills, function, collaboration, leadership, and empowerment.</li> <li>2. Use internal staff as resources to develop and provide instructor led trainings and labs on their specialty for the campus community.</li> </ol>
<p><b>2</b> Strengthen the resources within each department through cross training and shared knowledge.</p>	<ol style="list-style-type: none"> <li>1. Create resiliency by establishing functional alternates for every critical function in University Financial Services departments.</li> <li>2. Build and share knowledge for all functions with documented process guides.</li> </ol>
<p><b>3</b> Provide opportunities for staff to work outside their department for other processes in the work stream.</p>	<ol style="list-style-type: none"> <li>1. Staff understand the work flow of all functions within University Financial Services.</li> <li>2. Staff have the ability and opportunity to plug resource gaps in other University Financial Services departments.</li> <li>3. Strengthen relationships between department staff by building a deeper understanding and appreciation of each other's work.</li> <li>4. Prioritize collaboration on cross-departmental projects to improve shared workflow processes.</li> </ol>
<p><b>4</b> Create a collaborative, fun environment where staff can innovate and celebrate.</p>	<ol style="list-style-type: none"> <li>1. Designate resources and staff to create staff engagement programs that are consistent yet creative.</li> <li>2. Provide unit and departmental budgets to promote rewards and interactions.</li> <li>3. Celebrate the success and achievements of our departments and staff.</li> <li>4. Provide a quarterly "State of the Quarter" address where all University Financial Services staff gather to provide important updates and information.</li> </ol>

# FINANCE

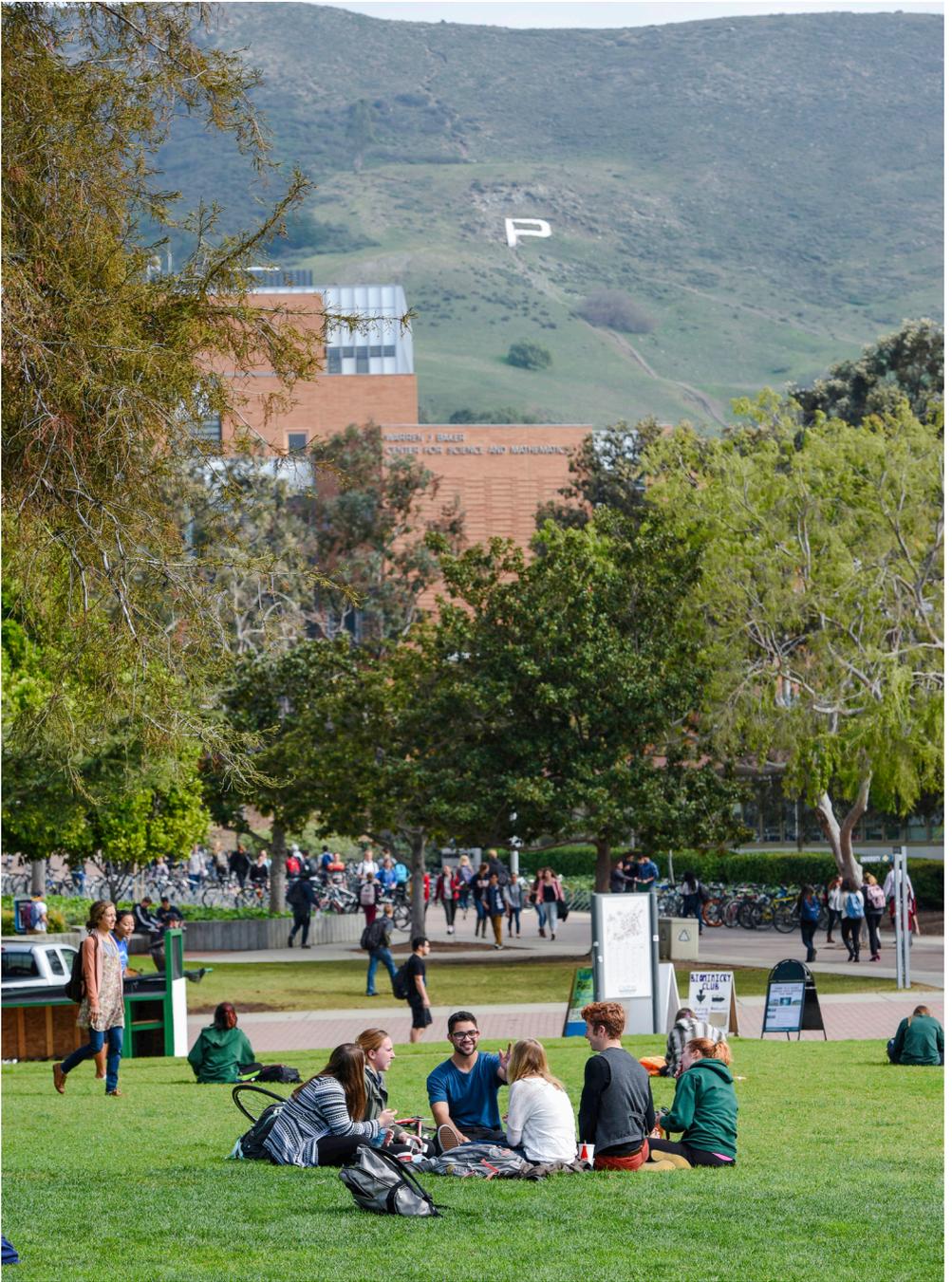
## *Strategic Direction #3*

# Educate our customers on who we are and what we do.

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We will continuously engage and educate the campus community about who we are and what we do to address and overcome barriers to a shared success.

GOAL(S)	OBJECTIVE(S)
<p><b>1</b>      <b>Develop and deliver training courses and open labs for our customers to educate them on our services and procedures.</b></p>	<ol style="list-style-type: none"> <li>1. Create a feedback loop between what our customer needs and what services and education we provide.</li> <li>2. Connect with newly hired staff to evaluate training gaps.</li> <li>3. Develop instructor led trainings and labs.</li> <li>4. Create a unified resource to manage University Financial Services training catalog and attendees.</li> <li>5. Engage with Employee &amp; Organizational Development.</li> </ol>
<p><b>2</b>      <b>Establish a University Financial Services Office brand identity that is consistent within Administration &amp; Finance and defined in a way that is easy to understand.</b></p>	<ol style="list-style-type: none"> <li>1. Work with the Cal Poly Corporation Marcom team to brainstorm brand opportunities.</li> <li>2. Engage with staff and customers to help shape our brand.</li> <li>3. Create a plan to ensure our brand is communicated internally and externally.</li> </ol>
<p><b>3</b>      <b>Provide an easy to use and informative website for all our areas.</b></p>	<ol style="list-style-type: none"> <li>1. Deliver a simple way to find what is needed based on the end user's perspective.</li> <li>2. Use content to expand brand awareness.</li> <li>3. Introduce personal aspects to web pages to help our customer's feel more connected to our staff.</li> <li>4. Reimagine how forms are delivered on the web for ease of use.</li> <li>5. Maintain up to date concise instructions for our procedures.</li> </ol>



**CAL POLY**  
Administration & Finance  
*Financial Services*