

MichiganTech

Finance and Administration
STRATEGIC PLAN

January, 2000

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Finance and Administration
VISION STATEMENT

Finance and Administration will be recognized for excellence in providing high quality services, products, and facilities for a financially strong, nationally recognized research university.

Finance and Administration Institution Comparison					
	Reasons for Inclusion				
Peer Institutions	Benchmark Peer	Engineering/ Science	Public	Size	Reputation
Mandatory Peers <ul style="list-style-type: none"> • University of Missouri-Rolla • Georgia Tech • Colorado School of Mines 	X X X	X X X	X X X	X X	X
Aspirational Peers <ul style="list-style-type: none"> • Clarkson • Worcester Polytechnic Institute • Texas Tech • Rochester Institute of Technology • Rensselaer Polytechnic Institution • Lehigh University 	X X X	X X X X X X	X	X X X X X	X X

Finance and Administration
SWOT ANALYSIS (Prioritized)

Strengths -

1. Attracting and retaining quality faculty and researchers with a highly competitive compensation and benefits package.
2. Attractive and well maintained facilities for the students, faculty, and staff.
3. Flexible and efficient services and operations.
4. A strong commitment to students as individuals, as well as an overall customer focus and awareness.
4. Excellent recreational and athletic facilities.
5. Outstanding Residential Housing.
6. Strong state economy.

Weaknesses -

1. Internal allocation of funding to support future operations and renewal/renovations.
2. Facilities that do not meet the needs to support a nationally recognized research institution.
3. Inadequate administrative computing system.
4. No formal cost accounting/profit model.

Opportunities -

1. Relative autonomy (e.g. no state board oversight).
2. State capital outlay funding and university fund raising, fees, and/or bonding.
3. Realigned budget process with strategic planning process.
4. Rapidly developing web based technology.

5. Local pool of quality employees.

Threats -

1. Increased university-wide competition.

2. University is dependent on the economics of the state.

3. Narrowly focused curriculum.

4. Inadequate university resource infrastructure.

5. Lack of state funding for new programs and operations.

6. Increase in federal and state regulations.

Finance and Administration
GOALS (Prioritized)

Goal 1: Build a stable financial environment.

Goal 2: Expand funding for new and current facilities.

Goal 3: Provide a rewarding and challenging environment for students, faculty, and staff.

Finance and Administration
CURRENT STATUS

The Accounting Services Department has developed over the last 10 years into a well organized, efficient work group. A relatively stable workforce and improving internal communications have aided in overall development of this department. The financial crisis of 1991 and resulting layoffs, led to some loss of confidence in the accounting/financial management within the University. The department is still working to rebuild that confidence.

The Accounting Services Department consists of 29.1 FTE's: 15.5 professional, and 13.6 union employees. The Purchasing Department consists of 4 FTE's: 2 professional and 2 union employees. The Accounting Department includes accounts receivable, accounts payable, cashier's office, general accounting, property office, research accounting, travel department, financial analysis and the controller's office.

The space occupied by the Accounting Services Department has decreased, even with increases in service provided to its customers and technology changes incorporated. The accounts receivable and cashier's office should be integrated and easily accessible to the student body. Purchasing and accounts payable should be integrated and easily accessible to the faculty and administrative body. The Research Accounting staff is using a software package not specifically designed for that purpose, and portions of it do not provide adequate support. (The department has made-do with what is available through the current accounting system vendor.) Also, the Research Accounting staff has basically remained the same, even though MTU has more than doubled the research dollars and projects over the last 10 years. The accounting software package (Banner) performs adequately, but there are more up-to-date

packages. This is an area that could be looked at for long-term improvement.

Auxiliary Services is a support-service division whose primary charge is to enhance the quality of student life by meeting the non-classroom needs of students. This includes: Memorial Union, Campus Store, Food Mall, Banquets/Catering, Concessions, Campus Vending, Tech Express, Student Development Complex, Student Ice Arena, Gates Tennis Center, University Images, MTU Mail Order, Central Ticket Office, Sports Camps, Community Programs, Portage Lake Golf Course, Mont Ripley Ski Hill and Auxiliary Technologies.

Auxiliary Services employs approximately 90 exempt and non-exempt staff and 200 students in our various operations. With the exception of the Student Development Complex, which is a state supported building, and the Gates Tennis Center, which was a gift, all the facilities and programs within Auxiliary Services are entirely self-supporting. They were acquired through debt financing and must meet all operating, maintenance, capital improvements and debt-service expenses via sales of goods and services to the University community, alumni and general public.

The division of Auxiliary Services is a relatively new organization resulting from the reorganization of Auxiliary Enterprises in 1995 into separate divisions of Residential Services (Housing) and Auxiliary Services (Retail). The purpose of the reorganization was to set-up a more functional, efficient and business-like operation. Eight months after the reorganization of Auxiliary Enterprises, a further reorganization was implemented in the Auxiliary Services area, consolidating and decentralizing functionally similar areas. This improved operating methods and efficiencies.

Our diverse facilities are heavily used, they represent approximately one-quarter of the cubic footage of University facilities and about 265 acres of land. We continually

update our capital improvement plan in order to meet the on-going required maintenance and improvements for efficiency and customer satisfaction. The size and diversity of these facilities require sufficient maintenance expenditures as well as reserves to meet the current and future capital investment needs.

Inadequacy of the Memorial Union, which houses the Campus Store, continues to be a problem area which was confirmed during the last NCA accreditation. The Memorial Union should be the University Center for most social, cultural, organizational and retail opportunities that other schools have come to realize as a vital contribution to the quality of student life. Recently, a process has begun to address this issue.

Due to declining enrollment, it is becoming increasingly difficult to reinvest in our operations to maintain or enhance our products, services, and facilities for the University community. However, with our reorganization we are confident we have efficiently positioned ourselves for the future. Once the declining enrollment trend is reversed, we will be able to more effectively meet the growing and ever-changing needs of students, providing an environment that always seeks to enhance their quality of life.

The Budget Office is currently staffed by two professional staff members. The department has some concern as to the long-term viability of this structure. At present, the Budget Office has an excellent cooperative relationship with other departments (both academic and administrative) which is vital to continued success. The Budget Office has recently changed its reporting line from the Executive Vice President and Provost to the Vice President for Finance and Administration. During this transition period, the staff is working to educate supervisors as well as continue to provide

service to many constituents. The office continues to consult and advise on the development of a new budget allocation model which is being lead by the Executive Vice President and Provost with major input from the Deans. This development will provide many challenges.

In consultation with Facilities Management, MTU's campus development plan was prepared in the mid 60's to provide for orderly and meaningful plans for development of the academic programs and physical plant at MTU.

The campus development plan and utilities study was prepared for a campus enrollment of 10,000 students and a campus size of 5,300,000 GSF. Current campus enrollment is 6,300 students and campus size of 2,890,000 GSF.

The campus development plan directed demolition and reconstruction of the, then, 60 year old academic core of the campus. The core was expanded by relocating a U.S. highway and athletic facilities to a new location south of the core. Only two buildings serving academic needs remain from the original campus. One is our Academic Office Building and the other functions as our ROTC Center. The present academic buildings were constructed: one in the 50's, three in the 60's, two in the 70's, two in the 80's and two in the 90's. The library and general classroom facility are in the most need of programmatic updating and expansion to meet today's educational mission.

University housing facilities were built in the 30's, 40's, 50's, and 60's. While they continue to be maintained, meeting original program function, they are in need of programmatic, mechanical, electrical, communication, and architectural updates.

MTU's athletic facilities were constructed in the 70's and 80's and, with

improvements, continue to meet the programmatic needs of the campus.

Campus student service needs are provided through space in the Memorial Union Building, Administration Building, and the Career Center. The Career Center was purchased and renewed in 1997, the Memorial Union Building was renovated and expanded in 1989, and the Administration Building was constructed in 1969 with numerous programmatic revisions over the years. Despite the efforts to provide new and expanded facilities, the demand for student services continues to be unmet. An expansion to the Memorial Union Building is anticipated to provide this need.

Maintenance and renewal is critical as MTU's campus crosses the threshold from new, low maintenance facilities, to older facilities that require a significant increase in renovation and maintenance. With a square-foot average age of 30 years, our campus has just reached the age (25-30 years) of programmatic obsolescence, an age when major maintenance costs begin to escalate.

The Human Resources (HR) Department provides quality service, consulting, and education in areas of employment, payroll, benefits, labor relations, classification/compensation, recruitment, total quality education, human resource development, and employee relations in support of the University's mission." Since 1988, the department has attempted to change from a "policing" role to a "consulting" role. HR has become a partner with the campus and an authority on cutting edge HR issues. The department has grown in many different areas of responsibility. HR was involved directly in developing the procedures for university-wide layoffs in 1991 during a severe financial crisis. HR staff have taken part as expert witnesses in litigation and union hearings. The department was pivotal in averting a professional staff union in

1993. Many times throughout the last 10 years, human resources has performed special projects for the University Board of Control and upper administration. The HR Department works with departmental leaders to create an exceptional workplace environment in order to attract and retain high quality staff and faculty.

There are approximately 1,400 employees at MTU. With students, payroll pays about 3,000 employees and students biweekly. There are three labor unions on campus representing 185 clerical employees, 180 service/maintenance employees, and 8 public safety officers. The Benefits Office provides support to 1,200 employees, 160 retirees, and 23 Michigan Tech Fund employees. There are over 100 new hires each year.

Institutional Analysis (IA) is staffed by three professional staff and varying numbers of student interns. The department is a customer service driven department. Collection and dissemination of university data has been the traditional focus of the department. This is reflected in the top goal of providing mandatory and regulatory information to requiring entities, usually federal or state government agencies. The second goal of providing information to our various campus constituents is very important and the department is doing a good job, based on the feedback received from customers. With limited resources, IA strives to meet the third goal whenever possible. When conflicts arise, projects that fall under the third goal may get put aside so IA can provide good service to customers who have requests that fall under either of the first two goals. IA is currently involved in a number of interdisciplinary projects with other campus departments such as the strategic modeling effort, the student retention taskforce, the university fact book, and an update of the campus space survey.

The division of Residential Services is responsible for all on-campus housing operations consisting of three residence halls, and the University apartments. Douglas Houghton Hall was built in the late 1930's and provides 347 spaces for assignment. McNair Hall was completed in 1967 and houses 638 residents, and Wadsworth Hall, built in three stages 1955, 58, and 66, houses 1,146 students. With the exception of 96 suite-type rooms in Wadsworth Hall, all halls are the typical double occupancy, with shared lavatories. All three halls have their own dining facility, study lounges, fitness rooms, and game rooms. The University apartments were constructed in the 1950's and consist of 352 units. Student and staff families, as well as single students, occupy these apartments.

After a recent reorganization, all aspects of on-campus housing operations including Dining Services, Residence Life, and Residence Hall and apartment facilities are provided by Residential Services. This has provided a team approach in serving the needs of our residents.

Residential Services employs about 110 exempt and non-exempt staff and approximately 375 MTU students. This year's operating budget is approximately 12 million dollars, and will contribute about 1million dollars in General fund support.

Each year the renovation and maintenance performed on these facilities has provided MTU residents with safe, clean, functional and comfortable accommodations.

GOAL 1: BUILD A STABLE FINANCIAL ENVIRONMENT.

Strategy 1: Integrate accounting and budgetary systems with the strategic planning process.

Time Line: 18 to 24 months.

Measurable Outcome: An updated 5 year model which includes the recognition of semesters university-wide. Development and implementation of a university-wide strategic cost model. Development and implementation of a university-wide budget allocation model.

Resources needed: One FTE institutional analysis employee. Associated supplies and equipment needs for the individual will be supported by the current Institutional Analysis budget.

Category: This is a must have activity.

Strategy 2: Continue to improve operational methods, simplify processes, remove bureaucratic barriers, and empower employees.

Time line: On-going.

Measurable Outcome: Reduction in the percentage of general fund allocations provided to Finance and Administrative departments. Improvement in financial performance measured by productivity ratios as compared to benchmark institutions. For auxiliary operations, there is a positive net income. Increase in the development of Web design and implementation across services and operations.

Resources needed: No new monies.

Category: This is a must have activity.

Strategy 3: Continue to evaluate and, if necessary, revise organizational structures and positions in order to optimize financial performance and customer satisfaction.

Time line: On-going.

Measurable Outcome: Improvement in positive feedback from student, faculty , and staff satisfaction surveys, appraisals, and unsolicited comments. Increase in the successful implementation of Quality Circle teams university-wide. Increase in retention of students in matriculation and residential housing.

Resources Needed: No new monies.

Category: This is a must have activity.

GOAL 2: EXPAND FUNDING FOR NEW AND CURRENT FACILITIES.

Strategy 1: Construction of new facilities.

Time Line: Specific dollar amounts needed refer to Facilities 2000-2010 Plan (See Appendix III).

Measurable Outcome: Refer to Facilities 2000-2010 Plan (See Appendix III).

Resources Needed: Debt financing, state, advancement activities, auxiliaries, and fees.

Category: This is a must have activity.

Strategy 2: Update and renewal of existing facilities.

Time Line: Next 5 years

Measurable Outcome: Refer to Facilities' Special Maintenance and Renewal Plan (See Appendix IV).

Resources Needed: Auxiliaries, gifts, and fees.

Category: This is a must have activity.

GOAL 3: PROVIDE A REWARDING AND CHALLENGING ENVIRONMENT FOR STUDENTS, FACULTY, AND STAFF.

Strategy 1: Continue to improve student, faculty, staff, and community satisfaction through customer service initiatives.

Time Line: On-going.

Measurable Outcome: Less litigation costs and cases. Less grievances. Reduced turnover. Reduced absenteeism.

Resources Needed: None

Category: This is must have activity.

APPENDIX I

Individual Department
VISION STATEMENTS

ACCOUNTING SERVICES: The Accounting Services Department will effectively manage its available resources to assist in attainment of the University's goals. We will accomplish this by providing excellent customer service to students, staff and faculty. We will also participate in the management of University resources to maintain the financial health of the University.

AUXILIARY SERVICES: Recognized for superior customer service, innovative products and services, flexible and efficient operations which create a financially strong organization.

BUDGET OFFICE: An efficient operation appreciated for the planning and forecasting work that is necessary for the continued success of the institution. A department people depend on and trust to provide accurate, timely, and helpful information.

FACILITIES MANAGEMENT: Facilities Management will continue to be recognized for efficiency and excellence in providing MTU with well developed and maintained facilities while meeting the increasing demands of our campus.

HUMAN RESOURCES: To become a leader in developing faculty, researchers, staff and managers as professionals and communicators and to support increasingly competitive compensation and benefit practices while exceeding customer's (employees, students, et. al.) expectations.

INSTITUTIONAL ANALYSIS: A well run department recognized for providing

excellent customer service and consistent, accurate information.

RESIDENTIAL SERVICES: The division of Residential Services is committed to providing a learning environment that includes high quality dining services and diversified housing alternatives that are safe, comfortable, and convenient. Our residential communities support academic achievement, encourage responsibility, and foster student development. We hold our customers in high regard and encourage open communications by soliciting student opinion and responding to student concerns. Our continuous efforts and programs support the educational mission of Michigan Tech.

APPENDIX II

Individual Department
SWOT ANALYSIS

ACCOUNTING SERVICES

Strengths - A Controller and Financial Analyst with strong cost accounting, management accounting and financial projection/modeling experience. An experienced staff with general accounting and financial skills, along with an excellent background in MTU's procedures and operations. A history of maintaining good accounting internal controls and procedures, along with prudent management of the accounting function as it relates to University matters.

Weaknesses - No formal cost accounting or profitability planning/modeling in place. No integrated accounting and budgetary system to bring fiscal responsibility to various departments/schools within the University. Usage of the accounting system may not lend itself to detailed cost studies (unknown at this point). Actual results not compared with monthly budgets.

Opportunities - University management is receptive to new and creative forms of reports on: operations, budget comparisons, cost accounting data and other methods to determine resource allocation and future planning.

Threats - The great danger in all decision-making is in concentrating on the things that are easy to find out, and neglecting the things that are hard to find out. With sufficient time given, we will be able to build the reporting mechanism to meet the needs currently identified.

AUXILIARY SERVICES

Strengths - Financially independent, improved financial management competence, teamwork, collective experience, diverse products & services, location to market, capital investments, technology infrastructure, self direction, administrative support, quality facilities, vision, mission, value system, customer focus & awareness, innovative, strong leadership, efficient/flexible.

Weaknesses - Financially independent, reserves, dependence on other organizations & their effectiveness, limited space (MUB). Memorial Union Building finances, market size, parking (MUB), inconsistent customer service.

Opportunities - Innovative/Flexible, Web development, new product ideas & development, diverse revenue opportunities, increase market share (off-campus), building expansion (MUB, Portage View, SDC), privatization, snowmaking.

Threats - Privatization, local/national competition (textbooks), upper level administrative change, weather conditions (Ski Hill, Golf Course), University financial position, local economy, declining enrollment, public, private competition, labor market (students), minimum wage/mandated increases.

BUDGET OFFICE

Strengths - A director with MTU budgetary experience. Excellent cooperative relationships with other departments.

Weaknesses - An executive director with no budgetary experience and no clerical support for the office.

Opportunities - The current review of MTU's budgeting practices provides an opportunity to rethink the whys and hows of what we do.

Threats - Due to our small size, any personnel disruption such as sickness, etc. can have a major impact on our productivity. The uncertainty of budgetary models and of reporting structure can be threatening as well.

FACILITIES MANAGEMENT

Strengths - Excellent, well-maintained facilities; Adherence to Campus Master Plan; Plant Expansion; Operations Management and Staff.

Weaknesses - Future funding for operations and renovation; 30 year old campus.

Opportunities - State capital outlay funding; Local pool of highly qualified candidates; Local pool of good quality construction contractors.

Threats - No State funding for new facility operations; Matching funding required for State capital outlays.

HUMAN RESOURCES

Strengths - Seasoned and dedicated HR staff, variety of HR services available, a productive and strong relationship with labor unions, partnership with many departments on resolving problems and concerns, HR's understanding and appreciation in the role academics and student services play on campus, less and less use for outside counsel.

Weaknesses - Lack of resources to fund all necessary requirements (compensation department), lack of understanding from central administration of Human Resources' role on campus, very high ratio of employee to HR staff, some departments assuming HR is an entity by itself instead of a representative of the University.

Opportunities - No state HR board to set policy and procedures, capitalizing on successful outcomes to resolve issues faster and with less waste of resources (more proactive), more and more committee involvement in the development of HR processes, good local pool of applicants.

Threats - Increase litigation and legal restrictions, increase cost to maintain operations, increase pressure to do more with less resources, excessive demands from departments, unfavorable working relationship with the unions.

INSTITUTIONAL ANALYSIS

Strengths - A staff consisting of two long-term members and one member new to the department who has significant experience in the analytical field. A history of providing good students an opportunity to intern in the department and make real contributions. Excellent cooperative relationships with other departments.

Weaknesses - Changing leadership over the last two years and a lack of administrative guidance.

Opportunities - Increased demands for institutional data brings the importance of our department to the attention of administration. The opportunity to work cooperatively with more departments on campus.

Threats - Due to our small size, any personnel disruption such as sickness, etc. can have a major impact on our productivity. Last minute jobs that are beyond our control can lead to major disruptions. A lack of redundancy among assigned duties leaves us "single threaded" in a number of areas.

RESIDENTIAL SERVICES

Strengths - A management team dedicated to the vision of the division.

Weaknesses - Aging facilities that do not meet the expectations of our student customers.

Opportunities - Recent recognition by upper administration of the need to address on-campus housing and their willingness to move forward. Structurally sound facilities that offer the opportunity to remodel and renovate.

Threats - Due to the many issues and goals of the University, and the capital outlay necessary to significantly impact the changes in on-campus housing, it may be considered a low priority item.

APPENDIX III

**FACILITIES
2000-2010 PLAN**

Rank	Project Name	Gross Sq. Ft.	Total Project Cost (\$000's)	State Funds	University Funds	Estimated Start	Construction Completion	Operating Costs in 1999 (\$000's)
1	Center for Integrated Learning and Information Technology	200,000	\$80,000	\$60,000	\$20,000	2002	2005	\$600
3	Manufacturing Center	45,000	\$18,000	\$13,500	\$4,500	2004	2006	\$135
4	Memorial Union Bldg. Expansion	55,000	\$21,000	\$5,000	\$16,000	2003	2005	\$220
5	Residence Hall - 200 Beds	60,000	\$10,000	-0-	\$10,000	2003	2005	\$300
6	Parking Facility	spaces - 450	\$6,000	-0-	\$6,000	2001	2002	\$50
Annual Project Costs (\$000's)								
2	Campus Renewal State Funded Facilities	1,970,000	\$1,400	\$1,050	\$350	2001	On-going	N/A
2	Campus Renewal Self-Supported Facilities	1,032,000	\$900	-0-	\$900	2001	On-going	N/A
Projects in Progress								
1.	Performing Arts and Education Center	80,000	\$20,000	\$5,000	\$15,000	1998	2000	\$350
2.	Center for Ecosystem Science (Forestry)	50,000	\$10,000	\$7,500	\$2,500	1999	2000	\$180

APPENDIX IV

APPENDIX V

Individual Department
GOALS

ACCOUNTING SERVICES

- Goal 1:** Provide a stable financial environment.
- Goal 2:** Provide an environment that enhances the quality of student, faculty and staff life.
- Goal 3:** Provide a rewarding and challenging work environment.

AUXILIARY SERVICES

- Goal 1:** Continue to aggressively evaluate organizational structures and positions in order to optimize Auxiliary Services' financial performance and customer satisfaction.
- Goal 2:** Continue to make strong financial progress in order to generate sufficient operating reserves to meet Auxiliary Services' capital investment requirements.
- Goal 3:** Expand Memorial Union Building.
- Goal 4:** Investigate increasing student operational support fee at MUB in order to cover increasing costs of operations.
- Goal 5:** Develop and implement snowmaking system at Mont Ripley.
- Goal 6:** Continue to improve customer satisfaction through customer service initiatives including: Secret Shopper, advisory boards, training, reference material, focus groups, surveys and market plans.
- Goal 7:** Evaluate and implement new Tech Express Debit Card partner.
- Goal 8:** Maximize Web design and performance across Auxiliary Services operations.

Goal 9: Develop and implement new SDC/Portage Health System combined fitness memberships at the SDC.

Goal 10: Investigate establishing new student fees to support SDC Operations.

BUDGET OFFICE

Goal 1: Administer the current university budget.

Goal 2: Budget modeling, forecasting, and planning in development of future university budgets.

Goal 3: Support a variety of university projects that have budgetary impact.

FACILITIES MANAGEMENT

Goal 1: Maintain and operate a Physical Plant which is safe, efficient, attractive, and accessible.

Goal 2: Expand and update the Plant classroom facilities, laboratory facilities, housing facilities, retail facilities, recreational facilities and support facilities.

Goal 3: Provide a rewarding and challenging work environment. Provide adequate equipment, services and supply resources enabling staff to be productive and effective. Use Facilities' personnel from all areas in construction and maintenance projects. Hire experienced professionals and skilled personnel for replacement of retired employees. Train and develop personnel.

Goal 4: Operational excellence and efficiency to improve operational methods, simplify processes, remove bureaucratic barriers and empower employees.

HUMAN RESOURCES

Goal 1: Provide effective, proactive Human Resource support services and programs to all departments/employees in pursuit of higher educational excellence.

Goal 2: Build a strong relationship with labor unions.

INSTITUTIONAL ANALYSIS

Goal 1: Provide mandatory and regulatory information to the requiring entities.

Goal 2: Provide information to our various campus constituents.

Goal 3: Provide non-mandatory information about MTU to other institutions.

RESIDENTIAL SERVICES

Goal 1: Consistently apply our Vision Statement to daily activity. Each department within this division successfully works toward this goal.

Goal 2: Provide a rewarding and challenging work environment. All departments have the ability to specialize functionally in order to provide for our residents' satisfaction, and also cross-functionally to work together as a team. Although the process is slow, we continue to be successful in our efforts.

Goal 3: Maintain our physical plant in a stable financial environment. As enrollment trends change our focus has shifted to retention in order to provide the financial base necessary to maintain the physical plant. Thus far our efforts have been successful.

APPENDIX VI

ACCOUNTING SERVICES

GOAL 1: PROVIDE A STABLE FINANCIAL ENVIRONMENT

Strategy: Integrate accounting, budgeting, reporting and planning systems to facilitate achievement of the University's long-term goals, coupled with financial stability.

Time Line: This will take 18 to 24 months.

Measurable Outcome: A balanced budget which encompasses University goals, efficient asset management and fully funded liabilities.

Resources Needed: Will require one extra FTE within the Finance and Administrative division, probably in Institutional Analysis or within Accounting Services.

Category: This is a must have activity.

GOAL 2: PROVIDE AN ENVIRONMENT THAT ENHANCES THE QUALITY OF STUDENT, FACULTY, AND ADMINISTRATIVE LIFE.

Strategy: To provide "customers" with easy access to Accounting Services' facilities and staff, always treating students, faculty and staff as valued customers. To provide easy-to-understand forms and statements with user comprehension as a target.

Time Line: On-going process with constant review and updating.

Measurable Outcome: Review on periodic basis with users as to customer satisfaction of product.

Resources Needed: Will require some facilities rehab and movement of staff to easy-access locations.

Category: This is a must have activity.

GOAL 3: PROVIDE A REWARDING AND CHALLENGING WORK ENVIRONMENT.

Strategy: Encouraging staff education opportunities, along with effective communication will facilitate good staff environment.

Time Line: Ongoing, with constant review and updating.

Measurable Outcome: Review on periodic basis with employees.

Resources Needed: Elbow grease from Controller.

Category: This is a must have activity.

AUXILIARY SERVICES

GOAL1: PROVIDE SUPERIOR CUSTOMER SERVICE

Strategy: Continuously and systematically evaluate and improve customer satisfaction. Provide facilities with high standards of maintenance and cleanliness. Attract, retain, support and develop customer driven staff.

Time Line: On-going.

Measurable Outcome: Develop customer Bill of Rights. Establish customer service program initiatives including secret shopper, advisory boards, training, library, focus groups, surveys and market plans. Increased customer satisfaction. Increased sales.

Resources Needed : Auxiliary generated (self-liquidating).

Category: This is a must have activity.

GOAL 2: DEVELOP INNOVATIVE PRODUCTS, SERVICES AND FACILITIES

Strategy: Expand Memorial Union Building. Nurture and create a culture of new customer driven, revenue generating, and cost effective ideas. Develop and implement snowmaking system, construct new chalet and chairlift at Mont Ripley. Evaluate and implement new

Tech Express Debit Card partner. Develop and implement new SDC/Portage Health System combined fitness memberships at SDC. Maximize Web design and performance for Auxiliary Services and Residential Services.

Time Line: MUB, 2003; Ski Hill, 2001, 2003, 2005; SDC, 2001; Tech Express, 2001.

Measurable Outcome: Improved student recruitment and retention. Improved customer service & satisfaction (see Goal 1).

Resources Needed: Fund-raising, fees, debt service, and state funds.

Category: This is a must have activity.

GOAL 3: ESTABLISH A STRONG FINANCIAL ORGANIZATION THAT IS SELF-SUPPORTING AND HAS THE CAPACITY FOR CAPITAL INVESTMENT.

Strategy: Develop and apply financial tools to evaluate and benchmark operational efficiencies and capital investment. Evaluate organizational structures and positions in order to optimize Auxiliary Services financial performance and customer satisfaction. Generate sufficient operating reserves to meet Auxiliary Services capital investment requirements. Investigate increasing student operational support fee at MUB in order to cover increasing costs of operations. Investigate establishing new student fees to support SDC operations.

Time Line: Fees, 2001; Reserves, 2002;

Measurable Outcome: Pay our own way. Generate \$350,000/year in operating reserves.

Resources Needed: Auxiliary reserves, student fees.

Category: This is a must have activity.

BUDGET OFFICE

GOAL1 : BUILD A STABLE FINANCIAL ENVIRONMENT.

Strategy 1: Administer the current university budget.

Time Line: 12 months, rolling

Measurable Outcome: Budget loaded on a timely basis, appropriate input solicited, and decisions conveyed to involved parties in a timely manner.

Resources Needed: A review of the current budget office structure and appropriate changes if necessary. Could include addition or shifting of personnel.

Category: This is a must have activity.

Strategy 2: Budget modeling, forecasting and planning in development of future university budgets.

Time Line: 18 to 24 months

Measurable Outcome: Updated 5-year model. Development and implementation of a university-wide budget allocation model.

Resources Needed: One FTE Institutional Analysis or Budget Office employee.

Category: This is a must have activity.

Strategy 3: Support a variety of university projects that have budgetary impact.

Time Line: Varies by project.

Measurable Outcome: Successful implementation of projects. Budgetary consideration given to decisions on projects.

Resources Needed: None

Category: This is a must have activity.

FACILITIES MANAGEMENT

GOAL 1: MAINTAIN AND OPERATE A PHYSICAL PLANT WHICH IS: SAFE, EFFICIENT, ATTRACTIVE, ACCESSIBLE.

Strategy 1: Assure adequate services and supply resources enabling staff to be productive and effective.

Time Line: Ongoing for existing buildings. New buildings need funding the year each opens.

Measurable Outcome: Reduced disruptions of university programs.

Resources Needed: Existing buildings need an additional 50 cents per sq. ft., \$1,000,000 internal funding required. New buildings, Dow, Meese, Rozsa, Forestry. Salaries, wages, supplies, services \$300,000. Utilities, \$350,000. Internal funding required.

Category: This is a must have activity.

Strategy 2: Adherence to State and Federal laws, codes, safety requirements , standards, and practices.

Time Line: Ongoing. Existing laws for new laws, codes, etc., when they are enacted.

Measurable Outcome: No code violation citations and fines. Reduced injuries.

Resources Needed: Included in strategy 1 funding request.

Category: This is a must have activity.

Strategy 3: Adhere to planned special maintenance program that is reflective of the expected life of building components and maintenance equipment.

Time Line: On-going.

Measurable Outcome: Retained value and function of Physical Plant.

Resources Needed: If we assume a 50 year useful life of mechanical, electrical, and architectural components of our buildings, then we must re-invest 1% of their replacement value annually for renewal. General Fund: $1\% \times \$280,000,000 = \$2,800,000$. Auxiliary: $1\% \times \$80,000,000 = \$800,000$. Combination of general fund and auxiliary, state, and gifts.

Category: No current base that ought to be started and built.

Strategy 4: Provide grounds, custodial, and maintenance services in response to a research University operating 24hrs./day, seven days per week.

Time Line: FY 00/01 budget.

Measurable Outcome: Not being required to park or walk-in two feet of snow, step over spills, or wait until Monday morning for repairs.

Resources Needed: \$100,000.

Category: No current base that ought to be started and built.

Strategy 5: Position University to purchase electric power in open market on an interruptible basis.

Time Line: FY 01/02 Budget.

Measurable Outcome: Reduce % of University budget spent on utilities.

Resources Needed: \$5,000,000 finance from cost savings.

Category: No current base that ought to be started and built.

Strategy 6: Provide sufficient and convenient parking.

Time Line: On-going.

Measurable Outcome: Smiling faces.

Resources Needed: \$6,000,000 user fees.

Category: This is a must have activity.

Strategy 7: Beautify campus adding art, garden areas, tree and shrub maintenance, annual planting programs, site and building modifications to display art and plantings.

Time Line: On-going.

Measurable Outcome: Smiling faces.

Resources Needed: \$50,000 general fund, auxiliary and gifts.

Category: No current base that ought to be started and built.

GOAL 2: EXPAND AND UPDATE THE FACILITIES.

Strategy 1: Construction of new buildings.

Time Line: Specific dollar amounts of resources needed refer to Facilities 2000-2010 plan (Appendix III).

Measurable Outcomes: Refer to Facilities 2000-2010 plan (Appendix III).

Resources Needed: Obtained from Debt financing, State, advancement activities,

auxiliaries, and fees.

Category: This is a must have activity.

GOAL 3: PROVIDE A REWARDING AND CHALLENGING ENVIRONMENT FOR STUDENTS, FACULTY, AND STAFF.

Strategy 1: Continue to improve student, faculty, staff, and community satisfaction through customer service initiatives.

Time Line: On-going.

Measurable Outcome: Less litigation cases, less grievances, reduced turnover, reduced absenteeism, decrease in costs for legal fees and consultants.

Resources Needed: No new monies needed.

Category: This is a must have activity

GOAL 4: OPERATIONAL EXCELLENCE AND EFFICIENCY.

Strategy 1: Continue to improve operational methods, simplify processes, remove bureaucratic barriers, and empower employees.

Time Line: On-going.

Measurable Outcome: Reduction in percentage of general fund allocations provided to Facilities Management. Improvement in financial performance measured by productivity ratios as compared to benchmark institutions.

Resources Needed: No new monies needed.

Category: This is a must have activity.

Strategy 2: Continue to evaluate and, if necessary, revise organizational structures and positions in order to optimize financial performance and customer satisfaction.

Time Line: On-going.

Measurable Outcome: Improvement in positive feedback from student, faculty, and staff satisfaction surveys, appraisals, and unsolicited comments. Increase in the successful implementation of Quality Circle teams. Increase in retention of students in matriculation and residential housing.

Resources: No new monies needed.

Category: This is a must have activity.

HUMAN RESOURCES

GOAL 1: PROVIDE EFFECTIVE, PROACTIVE HUMAN RESOURCE SUPPORT SERVICES AND PROGRAMS TO ALL DEPARTMENTS/EMPLOYEES IN PURSUIT OF HIGHER EDUCATIONAL EXCELLENCE.

Strategy 1: Continue to streamline processes in all of HR areas.

Time Line: On-going

Measurable Outcome: Quicker processing time in processing employee and department paperwork. Less paper work mistakes (benefits, payroll, employment,...).

Resources Needed: No new monies needed.

Category: This is an activity that has a good base and could be expanded.

Strategy 2: Create a structure that offers excellent services to departments/employees in Human Resource services.

Time Line: On-going.

Measurable Outcome: Increase in department problem solving activities and resolution

in consultation from Human Resource professionals. Increase assistance with Quality Circle activities. Competitive compensation practices. Increase in professional opportunities for staff and faculty.

Resources Needed: No new monies needed.

Category: This is an activity that has a good base and could be expanded.

Strategy 3: Work with the community on projects that will improve programs for departments and employees. (Health care costs, spousal accommodation,...).

Time line: On-going.

Measurable Outcome: Increase in number of programs made available for employees while costs are contained. Decrease in turnover.

Resources Needed: No new monies needed.

Category: This is an activity that has a good base and could be expanded.

Strategy 4: Continue self sufficiency with little or no outside assistance (e.g. legal counsel, consultants,...).

Time Line: On-going.

Measurable Outcome: Increase in the number of issues being resolved internally. Decrease in costs for employee litigations and consulting.

Resources Needed: No new monies needed.

Category: This is an activity that has a good base and could be expanded.

GOAL 2: BUILD A STRONG RELATIONSHIP WITH LABOR UNIONS.

Strategy 1: Become effective communicators with departments and unions.

Time Line: On-going.

Measurable Outcome: Decrease in costs for labor related activities. Decrease in grievances. No new union activities.

Resources Needed: No new monies needed.

Category: This is a must have activity.

Activities must have: Adherence to labor contracts, employment agreements, state regulations, and federal requirements. For example, Michigan and Federal laws require employees be paid in a timely fashion, unbiased benefit programs, fair compensation/classification practices,...

Activities that have a good base: Streamlined employment processes, innovative hiring practices, flexible benefit programs, and favorable labor relationships.

Activities that have no current base but should be started: Assessment of classification/compensation practices, cost effectiveness of overall compensation package, and spousal accommodations.

INSTITUTIONAL ANALYSIS

GOAL 1: BUILD A STABLE FINANCIAL ENVIRONMENT.

Strategy 1: Provide mandatory and regulatory financial information to requiring entities.

Time Line: Annually.

Measurable Outcome: All requests completed on time. Positive feedback from

requesting entities (nsf, dept. of ed., etc.).

Resources Needed: A review of the current institutional analysis office structure and appropriate changes if necessary. Could include addition or shifting of personnel.

Category: This is a must do activity.

Strategy 2: Provide information that will inform the integration of accounting and budgetary systems with the strategic planning process.

Time Line: 18 – 24 months.

Measurable Outcome: Participation in the development of the university-wide strategic planning model. Updating the 5-year model. Successful implementation of a university-wide budget allocation model.

Resources Needed: One FTE institutional Analysis or Budget Office employee.

Category: This is a must have activity.

Strategy 3: Provide non-mandatory financial information to external sources

Time Line: On-going.

Measurable Outcome: Requests competed in a timely manner. Positive feedback from requestors.

Resources Needed: See Strategy 1.

Category: This is an activity we should expand on if resources permit.

RESIDENTIAL SERVICES

GOAL 1: DEVELOP AND IMPLEMENT A MASTER PLAN FOR ON-CAMPUS HOUSING FACILITIES.

Strategy 1: Form a steering committee composed of housing personnel, faculty, and students.

Time Line: Six months

Measurable Outcome: The selection of a consulting firm to develop a plan.

Resources Needed: The current Residential Services' budget will support the costs of employing consultants.

Category: This is a must have activity.

Strategy 2: Begin implementing the Master Plan

Time Line: 2 to 3 years.

Measurable Outcome: Renovation and/or new construction providing additional spaces that are more desirable to all levels of University students. The increased retention of students in on-campus housing.

Resources Needed: Reserves, operating budget, and bonding.

Category: This is a must have activity.

