



Read along audio book (free) <https://www.youtube.com/watch?v=r18SCHVsUX4>

Who are we? The Division of Staff!



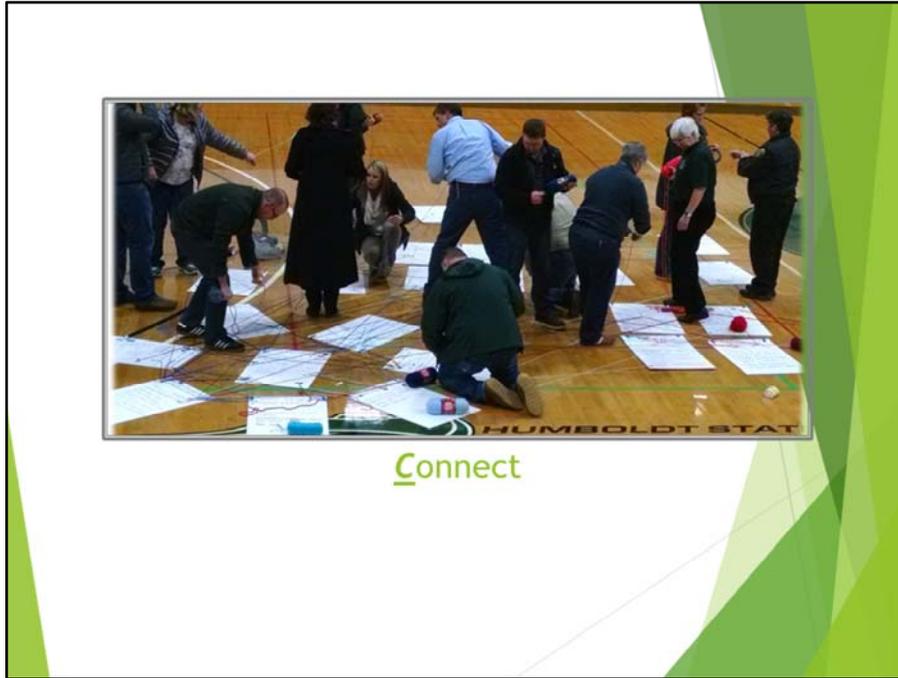


Where Have We Been?

2014-2015



Photo of President Rossbacher, Registrar Rebik, Student Affairs / Enrollment Management's VP Blake, and Advancement VP Wruck at the September 16, 2014 "sustainable" ice-bucket challenge. It looks like she covered all of the "C's" in the same event.

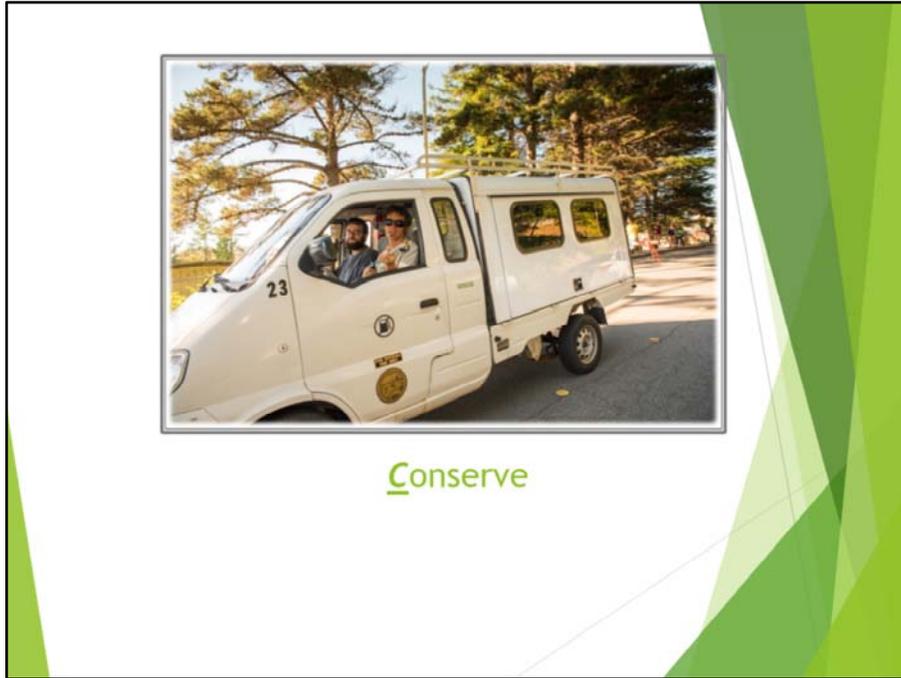


Our services are interconnected within our division, across campus, and into our community.

This division management meeting's exercise was to list out each department's services on the papers and then connect the papers with string.



Traci Ferdolage, AVP of Facilities Management keeping up with what's going on.



Morgan King, Sustainability Coordinator, driving one of HSU's electric vehicles.

Create

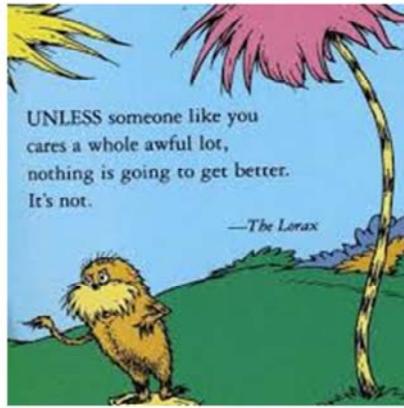


Our employees demonstrate a variety of creative outlets... Homecoming Parade Float, Ugly Holiday Sweater Contest, and Halloween Costume Contest



We celebrated our:

1. New Police Chief
2. Our previous Police Chief and her award
3. Facilities Management's



Fulfilling Our Goals

Vice-President's Office/ Division-Wide

- ▶ Strategic Planning
- ▶ Sustainability
 - ▶ Green Workplace Office Assessment Program
 - ▶ Multi-purpose business hubs
- ▶ Process Improvement
 - ▶ Public Records Requests
- ▶ Training
 - ▶ Collaboration
 - ▶ Social Justice
 - ▶ Time Management

- Participated in the Strategic Planning Process.
- Accepted responsibility for oversight of Public Records Request (PRR) process and developed procedures (in collaboration with the CSU Office of General Counsel, MarCom, President's Office, and other stakeholders) and tools to support such including an on-line payment option for requesters.
- Ensured all departments in the division participated in the Green Workplace Office Assessment Program; we will use the results to improve our sustainability efforts in each office.
- Facilitated collaboration, social justice, and time management training sessions for our division and offered to other divisions.
- Removed desk top printers in most locations and moved to business hubs with copy, print, scan, and fax capabilities; this is more efficient and provides a greener solution. The business hubs are set with defaults to double sided/black & white output.

Green Workplace Assessment



All of our business units received either platinum (highest) or gold (next highest) certifications.



- Revised and updated a variety of policies, processes and procedures including signature authority.
- Standardized electronic filing process for payroll, accounts payable, procurement, and contracts documents.
- Improved gift processing for our donor base and developed streamlined processes in collaboration with the Advancement auxiliary.
- Performed an accounts payable customer satisfaction survey.
- Physically reorganized offices (with no drop in customer service level) to relocate all staff on the same floor and create an Information & Drop Off office to better serve campus customers, streamline processing, and improve staff efficiency.
- Procured Asset Management and Hazardous Waste Management software solutions for implementation in 2015/16.
- Participated in the central events scheduling and management work team.
- Coordinated campus training for fundraising and donation activities.
- Provided oversight to several campus audits including Clery reporting, Auxiliaries annual audits, and Athletics review.
- Successfully and timely closed the fiscal year.



- Improved the customer interface to ensure services were transparent and supportive of the campus.
 - Developed and assigned maintenance level definitions to buildings.
 - Developed maintenance level definitions for landscape and custodial services.
 - Developed work order response level definitions.
 - Improved service level clarity and support for special events.
 - Improved service level clarity and support for vehicle reservation.
 - Developed a space management policy and shared with the campus.

- Performed a Facilities Management customer satisfaction survey.
- “Sharpened the Saw” to increase deep knowledge within the organization and modernize systems for efficient delivery of services to the campus.
 - Procured new maintenance management system; implementation is underway and ongoing.
 - Updated position descriptions to include sustainability component.
 - Achieved Green Workplace certification.
 - Developed additional protocols to guide access to FacilitiesLink (our facilities information system for the campus).
 - Implemented professional development and safety training program, including SkillPort.
 - Updated Injury and Illness Prevention Plan.
 - Established Facilities Management Safety Committee.
 - Developed protocols to guide operations associated with hazardous materials abatement activities.
- Maintained the physical endowment to ensure the University was capable of delivering its core programs and services today and in the future.
 - Implemented over thirty individual campus improvement projects.
 - Implemented over ten deferred maintenance projects via Facilities Management operational budget.
 - Submitted 5-Year Capital Outlay Plan to the Chancellor’s Office.

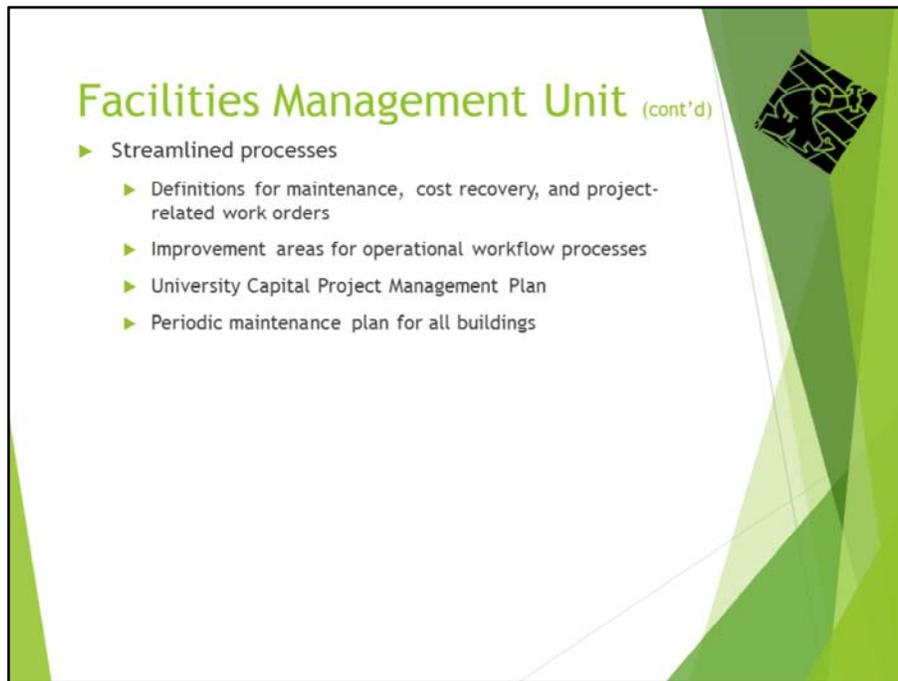
- Awarded over \$15M in capital outlay project funding.

Facilities Management Unit (cont'd)



- ▶ “Sharpened the Saw”
 - ▶ New maintenance management system
 - ▶ Position descriptions with sustainability component
 - ▶ Green Workplace certification
 - ▶ Protocols for FacilitiesLink access
 - ▶ Professional development and safety training program
 - ▶ Injury and Illness Prevention Plan
 - ▶ Facilities Management Safety Committee
 - ▶ Protocols for hazardous materials abatement operations

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- Streamlined processes to capture efficiency and increase consistency, transparency, and accountability.
 - Developed definitions associated with maintenance, cost recovery, and project-related work orders.
 - Conducted review of operational workflow processes and identified improvement areas.
 - Developed project phase definitions and updated University Capital Project Management Plan
 - Reviewed and updated the periodic maintenance plan for all buildings.

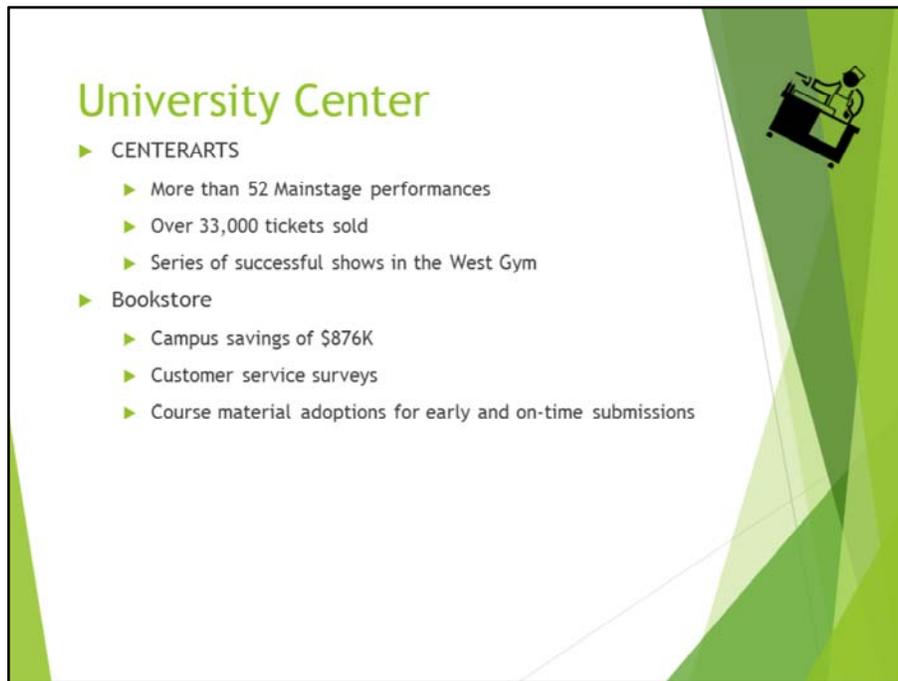
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 - ▶ Over ten deferred maintenance projects
 - ▶ 5-Year Capital Outlay Plan
 - ▶ Over \$15M in capital outlay project funding awarded

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- Worked with URPC (University Resources and Planning Committee) on the budget planning process.
- Began implementation of the budgeting tool (Questica).
- Prepared and published the annual Budget Book.
- Worked with President Rossbacher to request auxiliaries and self-support units prepare five-year financial plans.



CENTERARTS

- Held more than 52 Mainstage performances, including sold out shows by The Avett Brothers, Neil deGrasse Tyson and Nick Offerman.
- Tickets sales totaled over \$1,000,000, the *highest grossing season to date*. Total number of tickets sold exceeded 33,000.
- Coordinated a series of successful shows in the West Gym, and the venue was extremely popular with the campus and community.

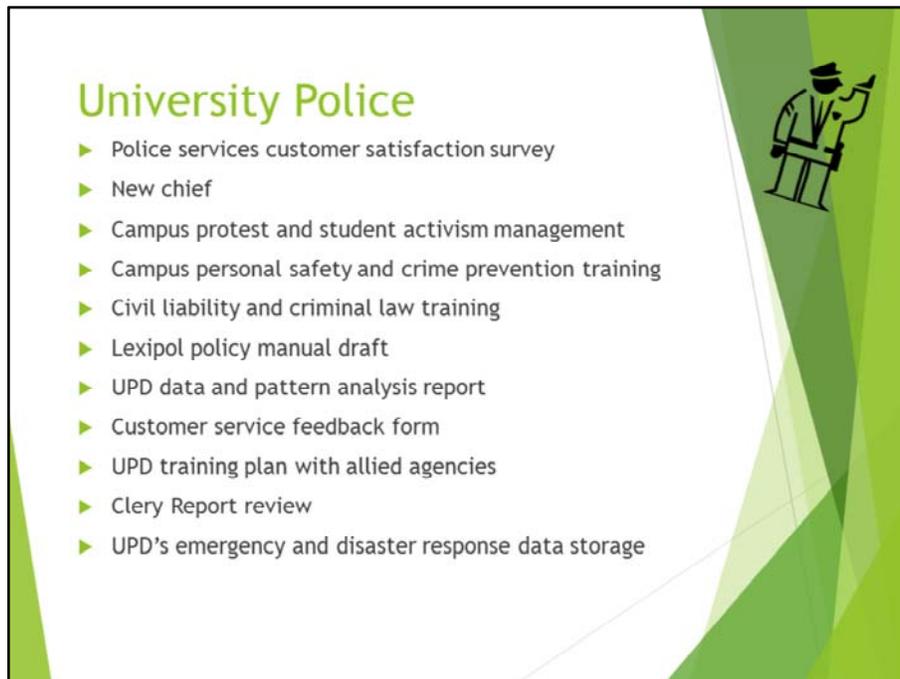
BOOKSTORE

- \$876K in campus savings, including \$573K in textbook rentals alone
- The Secret Shopper Program has been replaced with customer service surveys that is available to all customers. The surveys focus on customer satisfaction (likelihood to return) and customer promotion (likelihood to recommend). Results on both is more than 10% above benchmark
- Course material adoptions are higher than company standards for early and on-time submissions



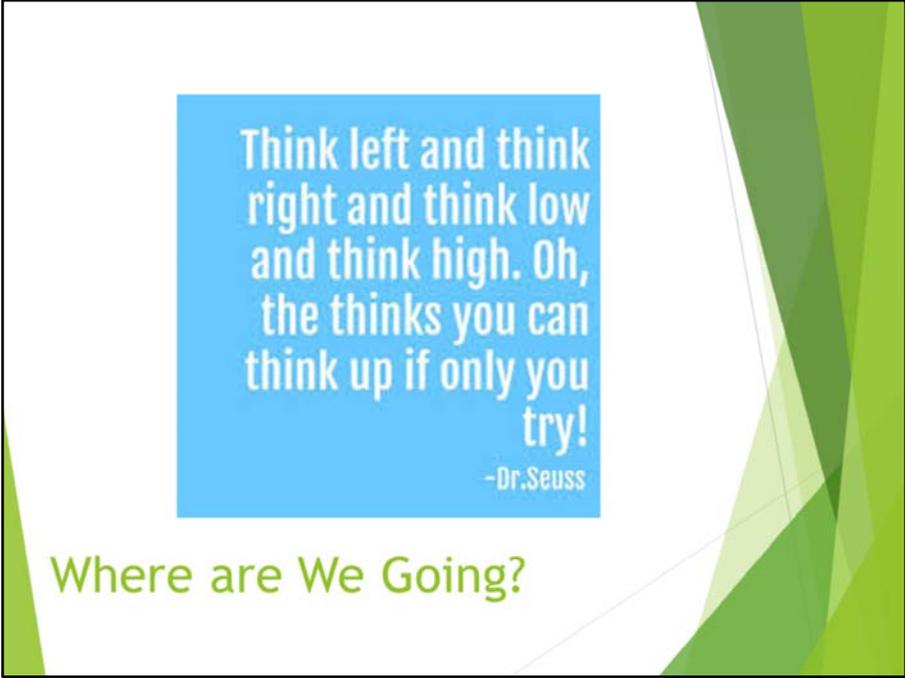
DINING SERVICES

- Last fall, campus administration hired Webb Foodservice Design to conduct a comprehensive program assessment and strategic plan for HSU Dining Services.
- In the report, Dining staff was recognized for being responsive to special catering requests and flexibility in service provided for events.
- The consultants were impressed with the volume of purchases from local farmers and vendors, which is over \$800K annually.
- The “J” dining hall expanded its hours of operations as part of one of the recommendations in the report.
- Dining Services increased its sustainability efforts this year by:
 - diverting about 500 pounds of food waste each week to a local hog farm;
 - started to convert lighting to LED systems;
 - participation in the Real Food Challenge, which is a component of the CSU system-wide sustainability policy where campuses pledge to purchase 20% of their food from local and ecologically sustainable sources by the year 2020.
- The Depot remodeling project was put on indefinite hold until some of the design challenges could be addressed.



- Performed a police services customer satisfaction survey.
- Hired a new chief.
- Played a key role in managing campus protests and student activism.
- Trained the campus (employees and students) on topics of personal safety and crime prevention.
- Received quarterly training on updates to civil liability and criminal law.
- Completed the Lexipol (state-specific policy management system) policy manual draft for review by SUPA (Statewide University Police Association).
- Compiled UPD data and pattern analysis report drafts for use in policing strategies, deployment, and problem solving.

- Developed a draft customer service feedback form.
- Expanded the UPD training plan with allied agencies.
- Successfully completed a Clery Report review with the CSU's Office of General Counsel and the internal auditor's office.
- Increased UPD's emergency and disaster response data storage capabilities through a cloud storage site.



Think left and think
right and think low
and think high. Oh,
the thinks you can
think up if only you
try!

-Dr.Seuss

Where are We Going?



Go to humboldt.edu/strategicplan for details and documents.

- Purpose is to guide HSU's work for the next five years
- It will be important to stay focused on the priorities of this plan
- A critical element of success will be follow-through and accountability
- A group will be created to guide implementation of this plan
- It will be our collective responsibility to make it happen



Goal 1: Prepare students to be socially and environmentally responsible leaders in a diverse and globalized world (lead by Student Affairs / Enrollment Management)

Goal 2: Foster meaningful relationships across differences, including diverse cultural communities, identities, and competencies (lead by Academic Affairs)

GOAL 3: Strengthen partnership with local communities (lead by Advancement)

For Administrative Affairs VP to lead –

GOAL 4: SERVE as EFFECTIVE STEWARDS of the NATURAL and BUILT ENVIRONMENT and the UNIVERSITY'S FINANCIAL RESOURCES with a FOCUS on SUSTAINABILITY



Link to a verbal description of the big rocks, gravel, and sand time management/prioritization story http://www.appleseeds.org/big-rocks_covey.htm

Goal 4
Our "Rocks"





In the absence of a Strategic Plan, the Strategic Budget is the plan since that is where the money is being spent.

University Budget Highlights 2015-2016

Beginning Fund Balance	\$5,519,316
TOTAL Revenue Budget	\$124,275,942
TOTAL Expenditure Budget	-\$124,981,637
Net Base Budget Deficit	= (\$705,695)
TOTAL Expenditure Budget	\$124,131,637
Net Budget Surplus	+ \$144,305
Total Ending Fund Balance	=\$5,663,621

FTE Targets

CSU Resident for HSU	7,483
HSU Resident	7,400
Total HSU	7,910

[humboldt.edu/budget/](http://www2.humboldt.edu/budget/) and <http://www2.humboldt.edu/budget/documents/FY15-16/8-5-15/Budget%20Letter%20to%20URPC%20re%20FY16%20080515.pdf>

Explain what each of these budget highlights means/impact to us (entire campus and our division)

- An enrollment target that is 3.2% higher than our target for 2014-15, with associated increased funding and an 18-month window to reach this target;
- Changes and reductions in cost-reimbursement for business services;
- Transfer of several on-going positions that were previously supported with one-time funds to base funding;
- Investment in a faculty salary equity program;
- Increase in operating reserves, which will be important in future funding for new buildings, and
- A reduction in the base deficit from an anticipated \$2.2 million to a deficit of approximately \$700,000 – with the expectation of achieving a balanced budget in 2016-17.

What is Strategic Budgeting?

- Focus on Assets
- Beyond Organization Structure
- Multi-Year
- Key to Fulfilling the Strategic Plan
- Intentional Decisions
- Done at Executive / Board Levels

- Resource Allocation Across Org Chart: Resource (Financial, Human, Other)
- Assets: Students, Employees, Curricula, Buildings, Equipment, Endowments, School Brand, etc.



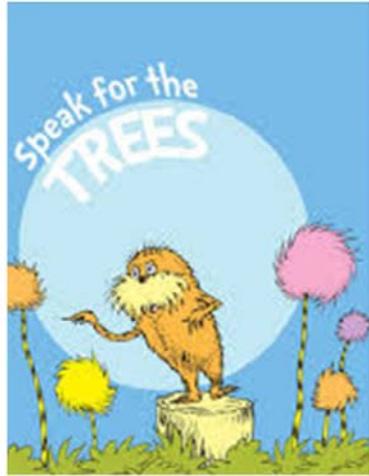
What is Sustainability?

- Climate Action Plan
- Coordination with community partners
- Campus Sustainability Plan
- American College & University President's Climate Commitment
- Integration into Curriculum and Academic Programs



What is Process Improvement?

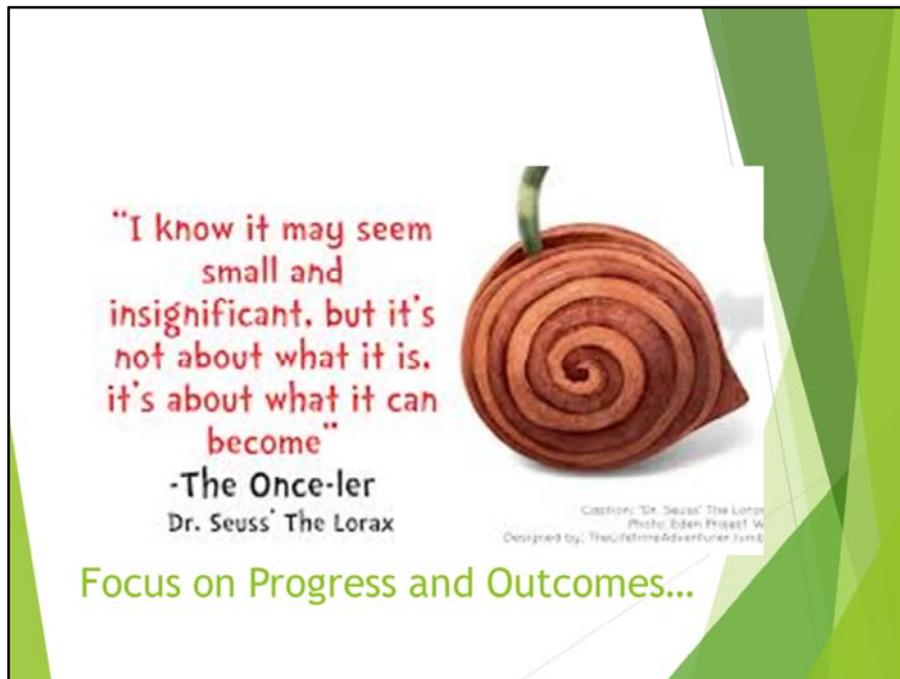
- Use a Customer View
- Efficiency and Effectiveness
- Streamling and Adding Value



What Are Our Challenges?



Move from what we think customer satisfaction is to what the customer defines as what makes them satisfied

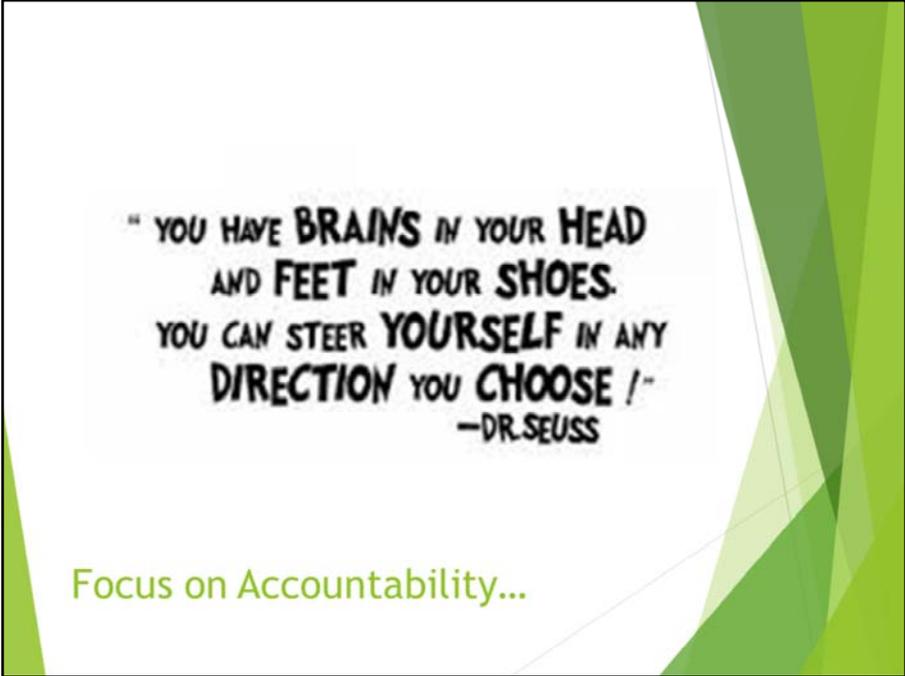


- Ability to accept change
- Ability to invoke change
- Ability to change...
- Planning and discipline
- What are the President, Joyce, and our colleagues asking us to do....? Everyday....?

He was shortish. And oldish.
And brownish. And mossy.
And he spoke
with a voice
that was sharpish
and bossy.



Evidence-based decision-making...



**" YOU HAVE BRAINS IN YOUR HEAD
AND FEET IN YOUR SHOES.
YOU CAN STEER YOURSELF IN ANY
DIRECTION YOU CHOOSE !-
-DR.SEUSS**

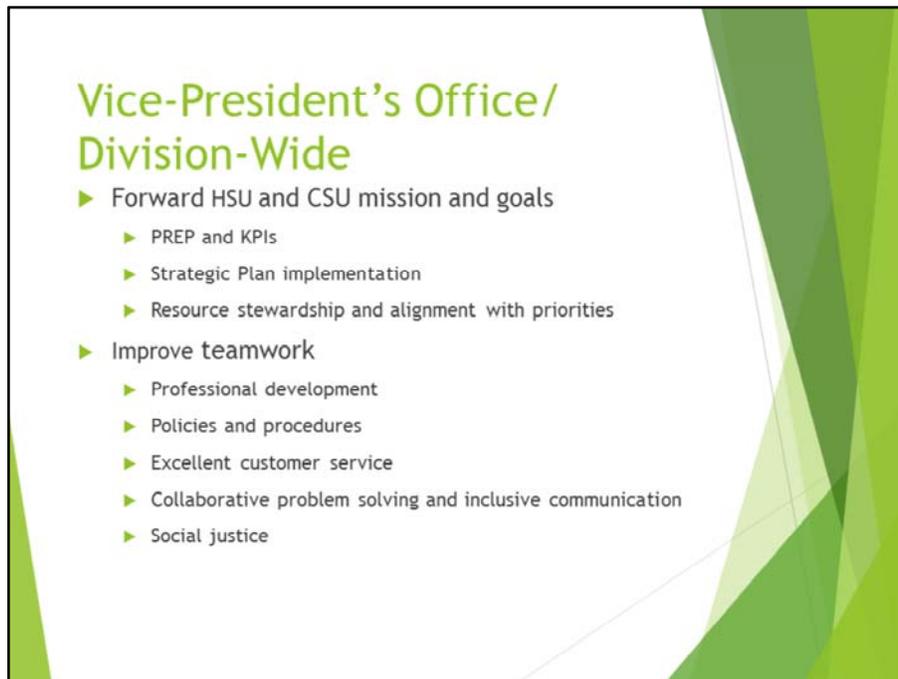
Focus on Accountability...



Audience participation. How are we going to fill the pail? What do we need to keep in mind and be aware of?



Graphic representation of the most common words used in our 15-16 goals.



Forward the mission and goals of the University and CSU:

- Refine the planning, goals, and accountability process (PREP) with focus on developing an annual assessment plan using key performance indicators (KPIs).
- Participate in strategic plan implementation.
- Provide leadership to the institution by properly stewarding resources and aligning them with priorities.

Improve teamwork within the unit and across the University:

- Enhance professional development and expand VP leadership team's leadership skills.
- Develop and improve policies and procedures.
- Provide excellent customer service
- Increase transparency, collaboration, and accountability across the HSU community by embracing collaborative problem solving and inclusive communication that begins to break down silos and creates a climate of trust, respect, teamwork, and integrity.
- Be a champion for social justice by looking for ways to continue the conversation around unconscious bias and diversity that will create a culture on campus that is inclusive, welcoming, and celebrates multiple perspectives.



- ▶ Use and refine PREP process by loading and tracking four goals and four accomplishments in spreadsheets
- ▶ Standardize, develop, document, or update five business processes.
- ▶ Provide excellent customer service by working collaboratively with others to develop at least two business processes.
- ▶ Provide all staff with professional development and training opportunities.

- ▶ Rollout the Asset Management and Hazardous Waste Management software solutions and associated policies and procedures.
- ▶ Participate in the central events scheduling and management implementation.



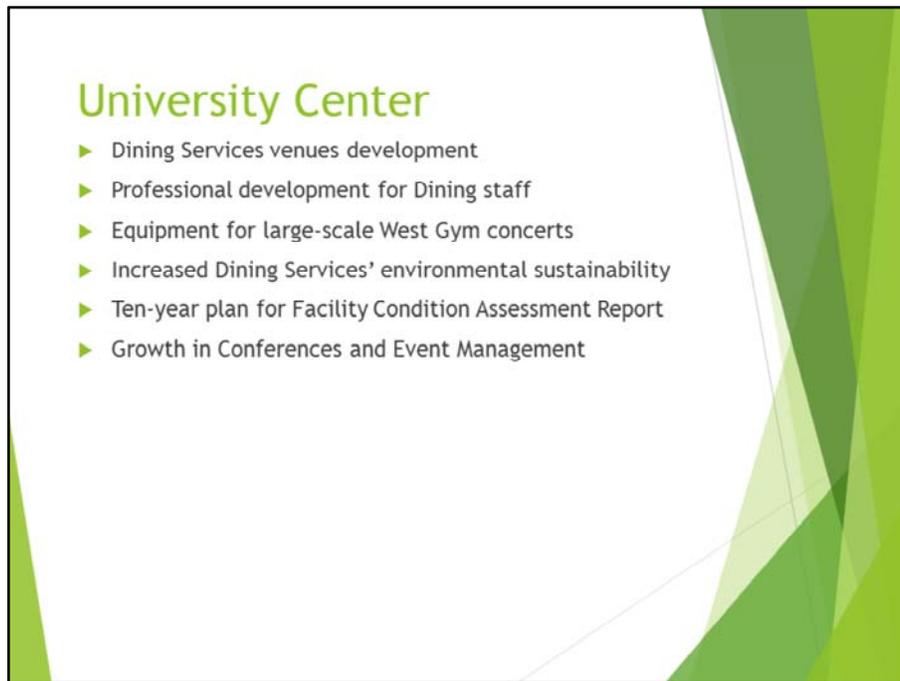
- ▶ Streamline processes to capture efficiency and increase consistency, transparency, and accountability.
- ▶ Improve our customer interface to ensure services are transparent and supportive of the campus.
- ▶ “Sharpen the Saw” to increase deep knowledge within the organization and modernize systems for efficient delivery of services.
- ▶ Maintain the physical endowment to ensure the University is capable of delivering its core

programs and services today and in the future.



- ▶ Continue to improve university reports to include quarterly budget reviews and standardized data analysis.
- ▶ Continue to implement the budgeting tool (Questica) for the campus and auxiliaries to include position management, multi-year planning, forecasting, built-in workflow, and process automation.
- ▶ Prepare and publish the annual Budget Book.
- ▶ Work with URPC to improve the budget planning process.
- ▶ Work with auxiliaries and self-support units to

prepare and present 5-year financial plans.



Identify priorities and strategies for the continued development of Dining Services venues, both new and established, using information provided in the Dining Consultant's report.

Dining Services strives to meet the changing needs of the campus community. It is important to define clear, focused priorities for the future, and outline specific actionable items to move towards upcoming needs. The consultant's final report, which is due in March 2015, will be used as a roadmap for creating this plan and provide valuable guidance identifying new creative approaches moving forward.

Enhance professional development opportunities for Dining staff.

After establishing clear goals for professional development, provide growth opportunities such as collaborative training, cross-training, educational meetings, workshops, and off-campus professional development conferences.

Purchase equipment for use at large-scale concerts in the West Gym.

CenterArts is planning to utilize HSU's West Gym for a series of large-scale concerts on a regular and continuing basis. A variety of infrastructure upgrades

and equipment purchases will make these events more cost effective in the long term.

- 1) Purchase a supplemental sound system to augment equipment already owned by CenterArts.

The large capacity of the West Gym (almost 1,800 people) requires that a bigger sound system be used for these events. Because a suitable sound system is currently not available in Humboldt County, we are required to rent additional equipment from vendors either in Oregon or the Bay Area. The cost of renting additional sound equipment averages \$2,000 per concert. As we are planning to produce five or six of these events per year, cost savings will be realized after four years. In addition, equipment purchased by CenterArts will also be used for AS Presents performances, creating additional cost savings for that organization as well.

- 1) Purchase crowd barricades.

Standard industry practice for non-seated concerts with a large capacity requires that stage barricades be utilized. These barricades ensure safety for the audience as well as performers. Since this equipment is not available locally, it also must be rented from the Bay Area or Oregon. The cost of renting this equipment averages \$1,400 per event. Cost savings will be realized in two years. This equipment will also be utilized for AS Presents events.

- 1) Install electrical power upgrades.

The power requirements for running the lighting and sound systems for these types of events greatly exceed the power currently available in the West Gym. In order to facilitate the power requirements for concerts, several portable generators must be rented currently. By installing special electrical upgrades and a power panel in the venue, CenterArts will be able to avoid the expense of renting generators. At an average cost of \$2,200 per event, cost savings will be realized in two years.

Continue to develop and implement programs at the Humboldt Bay Aquatic Center.

Collaborate with student and community organizations to offer group special events and teambuilding, develop access for the sailing club, and offer an outrigger canoeing program.

In support of the University's commitment to sustainability, continue to develop, implement, and promote measures that increase Dining Services' environmental sustainability.

HSU Dining Services is committed to supporting the University's sustainability efforts. While the previous composting system has been discontinued, Dining Services is prepared to immediately resume sorting food waste as soon as there is an outlet available to receive compostable materials. We will also look into waste

reduction plans such as LeanPath in order to develop strategies for decreasing food waste. In addition, Dining Services will continue to seek out energy efficient equipment and purchase environmentally sustainable products, such as goods from local vendors and farmers.

Purchase a gear rental software program for Center Activities.

A digital equipment rental program will strengthen inventory control and improve customer service for Center Activities, the Student Recreation Center, and Humboldt Bay Aquatic Center.

Work with HSU Facilities Management on a ten-year plan to address the University Center's Facility Condition Assessment Report.

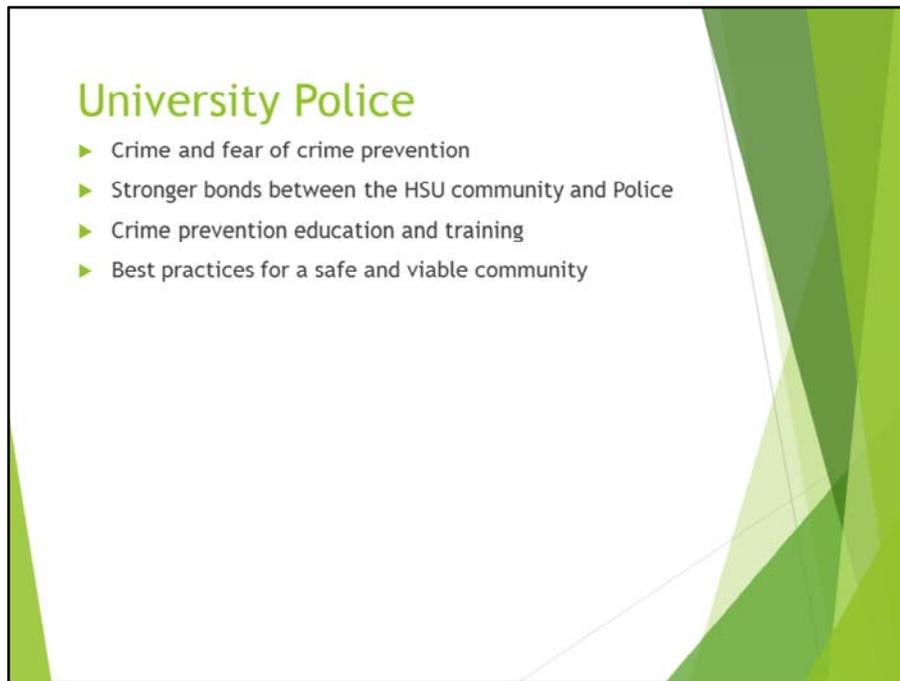
This report on the condition of the University Center building was recently completed. It details maintenance needs for the building including structural, mechanical, and code compliance areas. Staff is currently working with Facilities Management on using the plan as a basis to prioritize long-term facility maintenance planning and financial strategies.

Work with the campus and the Event & Conference Working Group to support future growth in Conferences and Event Management.

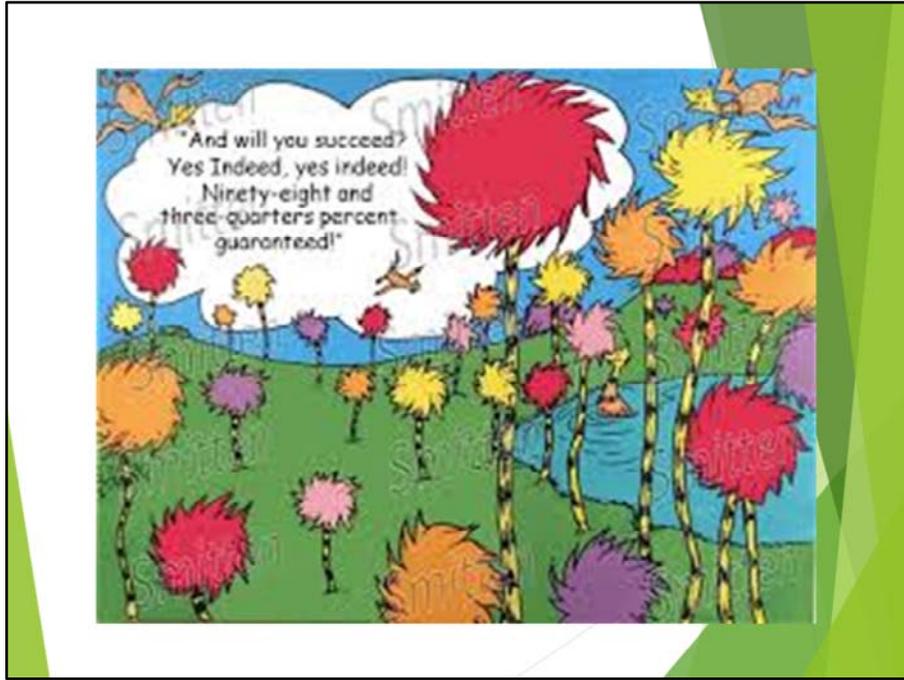
An Operations and Program Review was conducted last summer on the potential development of future conferencing services and event management on campus. The Working Group is presently analyzing the report to determine possible implementation steps for these services and the role that the University Center will play.

Proceed with remodeling the Associated Students and Clubs & Activities offices to meet contemporary needs.

These areas are in need of a remodel to meet current staffing and service delivery needs. This project will involve minor changes to the interior walls to accommodate current staff and traffic flow. Additionally, the carpet, furniture, and other interior furnishings will be replaced.



- ▶ Prevent crime, reduce the fear of crime, and improve the quality of life for the HSU community.
- ▶ Develop stronger bonds and improved collaboration between the HSU community and the Police Department.
- ▶ Augment education and crime prevention training across the campus.
- ▶ Advance best practices for a safe and viable community.



Any more question or comments?



Thank you for your Time!
Enjoy the Refreshments!

