

Financial Services

Strategic Plan 2018



Vision, Mission & Values

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

STRATEGIC

ETHICAL

RESULTS-DRIVEN

VISIONARY

INCLUSIVE

COLLABORATIVE

EMPOWERING



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BUDGET

Strategic Direction #1

Provide effective and innovative stewardship of institutional assets and resources.

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

BUDGET

Strategic Direction #2

Achieve a culture of
world-class service.

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

BUDGET

Strategic Direction #3

Engage, partner and
collaborate

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

FINANCE

Strategic Direction #1

Be an advocate for simplicity.

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

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

FINANCE

Strategic Direction #2

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

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

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

FINANCE

Strategic Direction #3

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

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



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