

University of Northern Iowa

Administration and Financial Services Division 2010-15 Strategic Plan

MISSION:

To be an essential and effective University partner that provides supportive services to meet the needs of UNI's students, faculty, staff, and visitors.

VALUES:

The Division of Administration and Financial Services is committed to the values of:

- Excellence
- Accountability
- Service
- Caring and diverse community that respects all people
- Cooperation and Communications
- Honesty and Integrity
- Empowerment
- Sustainability

STRATEGIC GOALS:

Strategic Goal A: Continuously improve service to students, faculty, staff, and external constituents. Create a service-oriented campus culture in all divisional units.

Strategic Objectives:

- Implement and maintain best-practice initiatives.
- Identify Division services and functions currently being performed. Streamline, eliminate or consolidate duplicate functions.
- Develop and implement mechanisms for evaluating campus needs and Division performance.
- Increase the effectiveness of intra and inter divisional communications.
- Define customer service standards for each unit.
- Establish a standing Division-wide strategic planning committee to review the implementation of the Division plan and recommend additions and/or changes each year.

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- Develop meaningful and useful decision support metrics along with mechanisms to capture the data and create corresponding reports in every divisional unit.
- Improve and expand the collaboration and partnering with UNI departments/units, Regents universities, state agencies, and local communities.
- Identify and pursue funding levels that are adequate to cover all core services.
- Ensure financial accountability to Regents, state, and federal constituents.
- Develop and implement comprehensive risk assessment and prevention. Review and update policies and procedures ensuring they address risk appropriately while optimizing strategic opportunities.
- Optimize use of technology to provide increased support.
- Establish a process by which to prioritize divisional technology-related initiatives, providing focus and direction for the selection and implementation of new services and system enhancement.
- Promote the use of electronic business solutions to reduce the campus wide demand for paper.

Strategic Goal B: Invest in a quality workforce and work environment

Strategic Objectives:

- Recruit, retain, and promote outstanding staff committed to values of the Division and University.
- Increase diversity of A&FS Divisional staff and provide a variety of programs that promote and foster an inclusive work environment.
- Implement an equitable and competitive Professional and Scientific classification and compensation system.
- Provide a variety of programs that foster and encourage professional development opportunities for Division employees.
- Develop and use an effective performance management process to document progress and foster efficiency and effectiveness.
- Increase the number of opportunities for Division employees to be recognized and receive University, Regents, local, and national awards.

Strategic Goal C: Improve the University community's quality of life.

Strategic Objectives:

- Elevate the importance of diversity in candidate pools for administrative leadership.
- Improve the local and out-of-state recruitment process of minority candidates for divisional job opportunities.
- Provide access to and promote a diverse set of high quality cultural, social, recreational, and intercollegiate athletic programs and opportunities for the University and to Iowa citizens.
- Increase employee participation in a University-wide coordinated wellness program.
- Support planning and implementation of the institution-wide "Reaching for Higher Ground" effort.
- Assess and update the current campus safety program to ensure a high quality and community based model.

Strategic Goal D: Ensure effective properties and facilities asset management.

Strategic Objectives:

- Develop plans and pursue adequate funding levels to support timely and needed campus infrastructure upgrades.
- Build and renovate campus construction that will meet rating of LEED silver performance or better.
- Develop and implement divisional and University-wide plans for energy reduction, energy efficiency, and energy conservation.
- Develop a comprehensive utilities master plan for the University.
- Review and update the campus master plan in response to the University's strategic plan.
- Identify and strategically implement strategies to manage University space and facilities to reduce environmental impact on the campus and the Cedar Valley community.
- Improve current campus access and security control procedures and organization.

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- Assure compliance with changing environmental regulatory requirements on campus operations and facilities.
- Develop strategies to meet or exceed STARS Gold rating levels for a sustainable campus.