

ADMINISTRATION AND FINANCE STRATEGIC PLAN 2008-2009

Infrastructure

Address infrastructure needs and prepare the physical plant for enrollment growth while meeting sustainability objectives.

- **Construct Tuscany**
 - Manage and Complete Construction
 - Senior Director Facilities Management / Wright Construction
 - Complete by: July 1, 2009
 - Total Project Cost: \$44M (construction); \$58.9M (Total project cost – includes Group II equipment and Wastewater Holding Tank)
 - Funding: SRB Financing: Tuscany Project

- **Construct the Waste Water Equalization Tank**
 - Finalize the design and launch Construction of Waste Water Holding Tank Project
 - Senior Director for Facilities Management
 - Complete by: July 30, 2009
 - Cost: \$2.4M (included in Tuscany total project cost)
 - Funding: SRB Financing: Tuscany Project

- **Construct the University Center**
 - Complete Design Development for UC
 - Sen Dir. Facilities Management /Hornberger + Worstell Architects & Planners
 - Complete by: June 30, 2009

 - University Center Group II Funding
 - Senior Director for Entrepreneurial Activities
 - Complete by: December 1, 2010
 - Total Project Cost: \$11.5M est.
 - Funding:

SRB Financing from Project	\$ 4,500,000
Sonoma State Enterprises	\$ 3,500,000
SSU Housing Program / CEC	\$ 3,500,000

- **Build the Green Music Center**
 - Complete the R&S Construction Contract
 - Senior Director Facilities Management / CPM GMC
 - Complete by: June 30, 2009
 - Cost: \$88,553,218

 - Open the Hospitality Center
 - Senior Directors: Facilities Management /Entrepreneurial Services
 - Complete by: June 30, 2009
 - Cost: \$4,940,000
 - Funding: Entrepreneurial Activities & SRB Financing

- **~~New Domestic Water Tank No. 3~~**
 - ~~Complete Design Development and Working Drawings~~
 - ~~Senior Director: Facilities Management~~
 - ~~Goal: Support Master Plan Build out of 10,000 FTE~~
 - ~~Complete by: March 1, 2009~~
 - ~~Cost: \$80,000~~
 - ~~Funding Source: CSU Capital Renewal Funds~~

- ~~Complete Schulz Information Center Boiler Project~~
 - ~~Launch Construction of the Schulz Information Center Boiler Building Project~~
 - ~~Senior Director: Facilities Management~~
 - ~~Complete by: September 30, 2008~~
 - ~~Cost: \$1.2 Million~~
 - ~~Funding: CSU Capital Renewal Funds~~

- Create Athletics Facility Plan
 - Develop plans for New Athletic Facilities
 - Senior Director for Facilities Management & Director of Athletics
 - Complete by: June 30, 2009
 - Cost: \$0 – Base Budget
 - New Facilities (not yet confirmed):
 - Soccer stadium
 - Aquatics Center
 - Softball field
 - Practice Fields

- Enhance Campus Internal Audit Function
 - ~~Hire Internal Audit position~~
 - ~~Associate VP for A&F~~
 - ~~Complete by: November 1, 2008~~
 - ~~Cost: \$140,000 (annual ongoing)~~
 - ~~Funding: Division Re-engineering~~

- Address Issues in Grants and Contracts
 - ~~Implement an independent and centralized compliance monitoring activity responsible for reviewing and monitoring all SSU sponsored project administration activities, regardless of academic location (CSU Audit recommendation)~~
 - ~~CFO~~
 - ~~Complete by: September 1, 2008~~
 - ~~Cost: \$852,000 (annual ongoing)~~
 - ~~Funding: IDC Revenue~~

- Address Foundation Staffing Needs
 - Hire staff to support Foundation operational needs
 - CFO
 - Cost: TBD
 - Funding: Campus Discussion

Foundation Executive Director / Foundation Operations
Foundation Chief Financial Officer

- Enhance the Common Management System and Quality Assurance Program
 - ~~Implement on-line Cashiering / Billing and Development Office online donation site~~
 - ~~Senior Director: CMS~~
 - ~~Complete by: December 31, 2008~~
 - ~~Cost: \$70,000 (annual ongoing)~~
 - ~~Funding: Campus Discussion~~

 - Upgrade to Finance 9.0
 - Senior Director: CMS
 - Complete by: March 30, 2009
 - Cost: \$0 – Base Budget

 - Implement Absence Management module
 - Senior Director: CMS
 - Complete by: June 30, 2009
 - Cost: \$250,000
 - Funding: 2007-2008 Benefit Savings

- ~~Implement Admissions Self-Service access for new applicants~~
 - ~~Senior Director: CMS~~
 - ~~Complete by: June 30, 2009~~
 - ~~Cost: \$0 – Base Budget~~
- Implement Human Resource e-Recruit module for non-Faculty applicants
 - Senior Director: CMS
 - Complete by: June 30, 2009
 - Cost: \$0 – Base Budget
- Implement Payroll Benefits Self-Service View
 - Senior Director: CMS
 - Complete by: June 30, 2009
 - Cost: \$0 – Base Budget
- Implement Online Parking Software (for decal purchase, citation payments, appeals, etc.)
 - Senior Directors for Police and Parking Services and CMS
 - Complete by: June 30, 2009
 - Cost: TOTAL: \$89,000
 - \$82,000 (one-time implementation)
 - \$7,000 (annual ongoing)
 - Funding: Parking Fee Revenue
- Fully participate in the CMS Common Financial System Initiatives
 - Senior Director: CMS
 - Complete by: On-going
 - Cost: TBD
 - Funding: In Kind contributions from Division and System Funding

- **Address Campus Administrative Technology Needs**

- Implement recommendations of Information Security Audit (related to both Administrative & Instructional Technology)
 - Chief Information Officer
 - Complete by: June 30, 2009
 - Cost: \$400,000
 - Funding: CSU Risk Pool Dividend
- Implement Default Deny Border Firewall
 - Chief Information Officer
 - Complete by: June 30, 2009
 - Cost: \$0 – Base Budget
- Implement Role Based Wireless Authentication
 - Chief Information Officer
 - Complete by: June 30, 2009
 - Funding: Chancellor's Office (ITRP II)
- Upgrade distribution of traffic load on servers (Upgrade Server Load Balancer)
 - Chief Information Officer
 - Complete by: June 30, 2009
 - Funding: Chancellor's Office (ITRP II)
- Microsoft Office 07 Deployment
 - Chief Information Officer
 - Complete by: June 30, 2009
 - Cost: \$0 – Base Budget
- Microsoft Vista Deployment
 - Chief Information Officer
 - Complete by: June 30, 2009
 - Cost: \$0 – Base Budget

- Fully participate in CSU ITAC Administrative Technology initiatives
 - Chief Information Officer
 - Complete by: June 30, 2009
 - Cost: TBD
 - Funding: TBD
 - Projects:
 - Learning Management System
 - Operating System Power Reduction Systems

- Address Campus Instructional Technology Needs

- Continue the Faculty Workstation Refresh
 - Provost / CIO
 - Complete by: June 30, 2009
 - Cost: \$100,000
 - Funding: Provost's Office
- Pilot project to automate the capture of course lectures to video
 - Chief Information Officer
 - Complete by: June 30, 2009
 - Cost: \$5,000
 - Funding: IT Base Budget
- Development of CSU Sonoma YouTube channel, and advisory committee
 - CIO
 - Complete by: June 30, 2009
 - Cost: \$0 – Base Budget
- ~~Upgrade to High Availability Streaming~~
 - ~~Chief Information Officer~~
 - ~~Complete by: June 30, 2009~~
 - ~~Cost: \$10,000~~
 - ~~Funding: IT Base Budget~~
- Implement and launch Digital Storefront at KODA
 - Senior Director Entrepreneurial Activities
 - Complete by: June 30, 2009
 - Cost: \$40,000
 - Funding: TBD
- ~~Activate Network Computer Copies Functionality~~
 - ~~Senior Director Entrepreneurial Activities/CIO~~
 - ~~Cost: \$10,000~~
 - ~~Funding: Reprographics Base budget~~

- Address Campus Deferred Maintenance

- GENERAL FUND

- Classroom Renovations
 - Senior Director: Facilities Management / CIO
 - Complete by: August 30, 2008 for 07/08 renovations
 - Cost: \$300,000
 - Funding: CSU Minor Capital Outlay Program (\$200,000) & EO 1000
Facilities Reimbursement (\$100,000)
 - 2008/09 Projects:
 - Stevenson Hall, Rooms: 1002*, 2001, 2065*, 3026*, 3040, 3042
 - Carson Hall, Rooms: 14, 68*, 44D
 - * Indicates "Smart Technology" equipment also required*
- Modify campus drinking fountains to meet ADA standards
 - Senior Director: Facilities Management
 - Complete by: August 8, 2008
 - Cost: \$15,000
 - Funding: CSU Minor Capital Outlay Program

STUDENT UNION

- Tie-in Children’s School fire alarm to main campus system
 - Senior Director: Facilities Management
 - Complete by: June 30, 2009
 - Cost: \$15,000
 - Funding: Student Union Program Fund Balance / Grant

PARKING

- Complete projects outlined under Parking Program Five Year Work Plan
 - Senior Directors: Parking & Police Services / Facilities Management
 - Complete by: June 30, 2009
 - Cost: \$238,300
 - Funding: Parking Program Fund Balance
 - 2008/09 Projects:

Lighting Enhancement E/F/J	\$8,800
Bicycle Safety Program	\$7,500
Upgrade cross walks to thermo-plastic system	\$50,000
North Entry Tower and Signage	<u>\$90,000</u>
	\$238,300

HOUSING

- Complete deferred maintenance projects outlined under Housing Deferred Maintenance Plan
 - Senior Director for Facilities Management and Director of Housing
 - Completed by: June 30, 2009
 - Funding: Housing DBMER or reserve fund
 - 2008/09 Projects:

Suite Fixture Equipment Replacement (annual)	\$ 83,000
Suite Replace Floor Coverings	\$200,000
Suite Replace Appliances (annual)	\$200,000
Underground Repairs	\$ 20,000
Fire and smoke alarms replacements	\$ 20,000
Pool, Spa Equipment Replacements	\$ 5,000
Residential Villages Walkway Repair	\$ 20,000
Cabernet Landscaping Upgrade	\$ 20,000
Repair Zinfandel Stairwells	\$605,000
Repair Carneros Sewer Line	\$ 13,000
Replace Sauvignon Water Heaters	<u>\$ 35,000</u>
	\$1,221,000

FOUNDATION

- Replace carpet and appliances of SSUAF townhouses
 - Senior Director: Facilities Management
 - Completed by: June 30, 2009
 - Cost: \$30,000
 - Funding: Townhouse Rental Income

ENTERPRISE

- Replace the Arbor tent
 - Senior Directors: Facilities Management /Entrepreneurial Services
 - Completed by: May 15, 2009
 - Cost: \$20,000
 - Funding: SSE Budget

HEALTH CENTER

- ~~Paint Health Center exterior~~
 - ~~Senior Director: Facilities Management~~
 - ~~Completed by: August 8, 2008~~
 - ~~Cost: \$15,000~~
 - ~~Funding: Health Center Facility Reserve~~

- Develop a strategic plan for the future use of the Commons given the University Center
 - CFO
 - Complete by: December 31, 2008
 - Cost: \$0 – Base Budget

- Develop a strategic plan for the future use of the Student Union given the University Center
 - CFO
 - Complete by: December 31, 2008
 - Cost: \$0 – Base Budget

- Develop a strategic plan for the Residential Community given the University Center
 - CFO
 - Complete by: December 31, 2008
 - Cost: \$0 – Base Budget

- Address A&F Division Structural Deficits
 - Information Technology
 - CFO
 - Complete by: To Be Determined
 - Cost: \$835,000
 - Funding: Division Growth Funds

 - Intercollegiate Athletics
 - CFO
 - Complete by: To Be Determined
 - Cost: \$950,000 (includes scholarship requirements)
 - Funding: Division Growth Funding

Faculty/Staff Development

Enhance a supportive environment that will attract and retain faculty and staff and contribute to their professional growth.

- Emergency Preparedness and Safety
 - Develop a campus Business Continuity Plan
 - Associate VP for A&F and Senior Director for Police and Parking Services
 - Complete by: June 30, 2009
 - Cost: \$0 – Base Budget

 - Execute annual department specific Training in Emergency Preparedness
 - Senior Director: Police and Parking Services
 - Complete by: June 30, 2009
 - Cost: \$0 – Base Budget

 - Implement Emergency Notification System
 - Senior Director: Police and Parking Services
 - Complete by: June 30, 2009
 - Cost: \$25,000
 - Funding: Division Salary Savings

Quality of the Student Experience

Provide SSU students with a quality co-curricular experience and a residential environment that leads to enhanced learning and personal growth.

- Utilize the Green Music Center to Enhance Student Life
 - Develop a business and financial plan for On Campus Presents
 - CFO / Senior Director Entrepreneurial Services
 - Complete by: December 1, 2008
 - Cost: \$0 – Base Budget
 - Complete the feasibility study for the North Campus Quadrangle
 - Senior Director: Facilities Management
 - Complete by: October 1, 2008
 - Cost: \$170,000
 - Cost: CSU Funding
- Improve Financial Aid Processing
 - Restructure the financial aid awarding process to package and award new admits and continuing students after document verification
 - Senior Director: University Business Services
 - Complete by: October 30, 2008
 - Cost: \$0 – Base Budget
- Enhance Student Residence Experience
 - Implement Faculty in Residence Program in partnership with Student Affairs
 - Senior Directors: Entrepreneurial Activities
 - Complete by: August 1, 2008
 - Cost: \$60,000 (annual-ongoing)
 - Funding: Housing Fund
 - Implement online housing application through RMS
 - Senior Director Entrepreneurial Activities / CIO
 - Complete by: November 30, 2008
 - Cost: \$0 – Housing Base Budget
- Implement the One Card program
 - Develop Web Based Self Service
 - Senior Directors: Entrepreneurial Activities / CMS
 - Complete by: August 1, 2008
 - Cost: \$6,000
 - Funding: SSE Budget
 - Expand Card Population
 - Senior Directors: Entrepreneurial Activities / CMS
 - Complete by: December 31, 2008
 - Cost: \$0 – Base Budget
 - Launch Construction of Phase II Installation—electronic locks and key cards (Beaujolais Village)
 - Senior Directors: Facilities Management / Entrepreneurial Activities
 - Complete by: August 15, 2008
 - Cost: \$550,000
 - Funding: SSU Housing Program
 - Implement department Seawolf Cards
 - Senior Director: Entrepreneurial Activities
 - Complete by: June 30, 2009
 - Cost: \$1,000
 - Funding: SSE Budget

- Implement second ordering kiosk
 - Senior Director Entrepreneurial Activities
 - Complete by: March 1, 2009
 - Cost: \$0 – Base Budget
- ~~Provide One Card access control at the Recreation Center~~
 - ~~Senior Director Entrepreneurial Activities~~
 - ~~Complete by: December 31, 2008~~
 - ~~Cost: \$0 – Base Budget~~
- Implement pilot program for wireless access control in residential community meeting rooms
 - Senior Director Entrepreneurial Activities / CIO
 - Complete by: June 30, 2009
 - Cost: \$25,000
 - Funding: Housing Budget
- Enhance Wireless Internet Access
 - ~~Achieve wireless network access throughout the Residential Community~~
 - ~~Senior Director Entrepreneurial Activities / CIO~~
 - ~~Complete by: June 30, 2009~~
 - ~~Cost: \$150,000 (Phase 1 of 2) Beaujolais & Sauvignon completed~~
 - ~~Funding: Housing DBMER fund~~
 - Achieve wireless network access throughout the campus buildings
 - CIO
 - Complete by: June 30, 2009
 - Cost: \$TBD
 - Funding: Chancellor's Office (ITRP II)

Diversity

Increase student, faculty, and staff diversity and incorporate cultural diversity awareness and competence in all aspects of University operations.

- Improve the Diversity of the Staff and Administration Work-force
 - Design and implement creative strategies to attract broad and diverse staff recruitment pools (membership in community business associations, recruiting brochures, improved job website, etc.)
 - Managing Director of Employee Services
 - Complete by: June 30, 2009
 - Cost: \$1,000 (for association memberships)
 - Funding: HS Base Budget
- Design and implement programs that can proactively address diversity topics such as increasing diversity and cultural awareness, diversity management/leadership training, and diversity skills-based training. (Delivery may combine in person workshops with online training.) (Implementation Year 1 of 2)
 - Incorporate Diversity training topics into various MDA classes
 - Engage outside consultants to conduct a management workshop
 - Managing Director of Employee Services
 - Complete by: June 30, 2009
 - Cost: \$5,000
 - Funding: Division Salary Savings

- Dining Initiatives to promote Diversity
 - Develop our current culinary team's skills in producing authentic cultural foods by sending them to workshops and working with SSU clubs to enhance cultural menu offerings
 - Senior Director: Entrepreneurial Activities
 - Complete by: June 30, 2009
 - Cost: \$0 - SSE Budget

Sustainability

Establish sustainability as a key element of Sonoma State University's identity on campus and in the region.

- Sustainable Infrastructure Five Year Plan (2007/08 thru 2011/12)
 - Replacement of Chiller No. 2 and ancillary equipment
 - Senior Director: Facilities Management
 - Goal: Reduce energy and green house gas emissions by 550 metric tons annually
 - Complete by: June 30, 2009
 - Cost: \$1.3 Million
 - Funding: CSU Capital Renewal Funds & UC/CSU/IOU partnership incentives
 - ~~Bundled Energy Infrastructure Improvement Projects~~
 - ~~Senior Director: Facilities Management / CIO~~
 - ~~Complete by: December 31, 2008~~
 - ~~Cost: \$2,664,000~~
 - ~~Funding: Campus contribution from utility savings (\$100,000), PG&E incentive (\$628,000), Remainder financed, including capitalized 1st-year debt service~~
 - ~~Projects:~~
 - ~~Lighting Retrofit (07/08)~~
 - ~~Solar Thermal Pool (07/08)~~
 - ~~HVAC Retrofit Nichols/Stevenson (08/09)~~
 - ~~Central Plant—Campus-wide Chilled Water Distribution Retrofits~~
- Other Sustainability Initiatives
 - ~~For meetings such as CRC, CPC, and PBAC—minutes will no longer be provided in printed form; only electronic versions will be provided to the committee members~~
 - ~~Complete by: August 15, 2008~~
 - ~~Cost: \$0—Base Budget~~
 - ~~Increase number of motorcycle permit spaces~~
 - ~~Senior Director: Police and Parking Services~~
 - ~~Complete by: June 30, 2009~~
 - ~~Cost: \$0—Base Budget~~
 - ~~Develop and execute a marketing campaign featuring Dining's use of local and sustainable products~~
 - ~~Senior Director: Entrepreneurial Activities~~
 - ~~Complete by: December 31, 2008~~
 - ~~Cost: \$0—Base Budget~~
 - ~~Implement plan to educate and reduce food waste in the Zinfandel Dining Room~~
 - ~~Senior Director: Entrepreneurial Activities~~
 - ~~Complete by: August 15, 2008~~
 - ~~Cost: \$5,000~~
 - ~~Funding: SSE Base Budget~~