

# Business & Finance Strategic Plan

## Mission, Vision, and Values

### Mission:

To support a vibrant learning environment by delivering efficient and innovative service-oriented solutions.

### Vision:

The Division of Business and Finance takes great pride in its role to support the institution in its quest to become a “destination university.”

Its vision is to be a cohesive organization that is responsive to the needs of the institution through talent development, innovative solutions, and cost effective strategies.

### Values:

Professional – Responsive – Integrity – Dedicated – Efficient/Effective

## Strategic Imperatives

### DIVISION IMPERATIVE #1: OPERATIONAL SUSTAINABILITY

**Supporting the University efficiently, effectively, and innovatively today in anticipation of the future.**

The Division of Business and Finance will actively advance UWG’s goals to 1) Facilitate students’ responsible financial access to UWG; 2) Create and cultivate new partnerships to support strategic initiatives; and 3) Ensure that future generations will have access to the best that UWG has to offer.

### ***GOAL A: Manage all auxiliary enterprises from a “least cost” perspective while maintaining the highest possible product and service standards.***

ACTION 1: Develop pricing decisions on current/future products and services through the application of interrelated marketing, competition, and financial pricing strategies.

ACTION 2: Ensure that University Auxiliary Enterprises are operated on a self-supporting basis where the combination of fees and other revenues is sufficient to meet costs.

ACTION 3: Develop a multi-year plan to update and improve University Auxiliary Enterprises to meet facility and programming needs in a cost effective and time sensitive manner.

***GOAL B: Establish collaborative partnerships with internal and external stakeholders to promote a culture of opportunity, accountability, participation and shared outcomes.***

ACTION 1: Partner with internal and external stakeholders to advance the strategic plan and create value to the campus and community.

ACTION 2: Engage the local community in the campus economy.

ACTION 3: Improve community awareness and continuity of information by ensuring that campus partnerships and engagement activities are channeled through the appropriate campus resources.

***GOAL C: Ensure the concepts of social, financial, and environmental sustainability are considered in all planning and implementation activities.***

ACTION 1: Include AASHE STARS metrics in planning and operations to advance the University's commitment to social, financial, and environmental sustainability.

ACTION 2: Measure facility performance and develop a plan to address facility renewal and life-cycle needs in a manner that advances the UWG strategic plan.

ACTION 3: Ensure that the University of West Georgia remains compliant with operational and regulatory requirements.

## **DIVISION IMPERATIVE #2: CAMPUS ENVIRONMENT**

**Supporting and enhancing campus planning, facilities, and services.**

The Division of Business and Finance will actively advance UWG's goal of creating a built environment that is sustainable and relevant to the educational and personal needs of students; the aspirations of faculty and staff; and the economic, social, and cultural needs of the community. Through ongoing assessment and continuous improvement, the Division of Business and Finance will ensure that planning, facilities, and services respond to the needs of the university while achieving the highest level of quality that available resources can provide.

***GOAL A: Support the University's strategic goals of student recruitment, retention, progression, and graduation by developing and implementing ongoing facilities operations and improvements that attract and retain students.***

ACTION 1: Actively engage stakeholders in Academic Affairs to assess the impact and opportunities of future capital projects and engage qualified professionals to develop a plan to sustain or improve RPG during project planning and construction.

ACTION 2: Develop and maintain the Master Plan and Precinct Plans to ensure alignment with strategic priorities.

ACTION 3: Enhance the quality of life in our campus community by creating a healthy, safe, and vibrant campus.

***GOAL B: Ensure that Business and Finance processes, products, and services are aligned with the Strategic Plan and are assessed in a standardized method and frequency.***

ACTION 1: Systemize business process reviews within Business and Finance units so that a minimum of one is aligned with the appropriate strategic imperative(s) and is conducted on an annual basis.

ACTION 2: Ensure that divisional products and services remain current and relevant to the needs of UWG students, faculty, and staff.

***GOAL C: Provide a safe learning, living, and working environment that is conducive to the goals of student and academic success.***

ACTION 1: Broaden the awareness and competency of faculty and staff with the most current training, technology, and equipment necessary to ensure a safe learning environment.

ACTION 2: Provide risk and safety awareness as well as compliance programming that promotes personal responsibility and team commitment in making UWG a safer learning environment.

ACTION 3: Develop a comprehensive environmental assessment program that will provide standardized evaluations on the conditions and safety of learning spaces, components, and equipment.

ACTION 4: Ensure that safety and accessibility remain of the highest priority for all institutional processes, plans, and events.

***GOAL D: Through operational effectiveness and a culture of planning, extend the service life of our facilities and reduce the cost of ownership.***

ACTION 1: Develop a comprehensive facilities renewal and improvement plan that supports the University's Strategic Plan and Master Plan.

ACTION 2: Enhance the reliability of facilities, infrastructure, and services.

ACTION 3: Promote financial responsibility in the management of university facilities, assets, and infrastructure.

## **DIVISION IMPERATIVE #3: Valuing People**

**Supporting and engaging people professionally and personally.**

The Division of Business and Finance will actively support UWG's goals of 1) Develop and implement specific initiatives aimed at enhanced recruitment, retention, compensation, and development of high-quality faculty from diverse backgrounds who demonstrate a commitment to UWG values and to UWG's mission and vision; and 2) Create a workplace of choice distinguished by talented, engaged, and diverse staff.

***GOAL A: Develop and sustain a culture that embraces the inclusiveness, individuality, and engagement of a diverse workforce while promoting the free exchange of ideas and opinions within the campus community.***

ACTION 1: Organize and institutionalize efforts to recruit a diverse faculty and staff

ACTION 2: Develop sustainable immersion efforts for faculty and staff to create an environment that will support engagement and retention

ACTION 3: Provide workforce initiatives and professional development opportunities that will help to promote a culture of diversity awareness and retention.

***GOAL B: Maintain a market-based compensation plan for faculty and staff.***

ACTION 1: Provide a multi-year plan for salary equity that includes faculty/staff salary targets and a plan to fund the achievement of those targets.

ACTION 2: Review, revise, and streamline hiring/search processes to assure alignment with UWG values and optimal HR practice.

ACTION 3: Create a community focus group for sharing ideas on strategic compensation planning.

***GOAL C: Create a workplace of choice through employee programs that promote engagement, professional development, and career progression.***

ACTION 1: Assess, implement, promote, and administer pertinent training and professional development opportunities for all division employees

ACTION 2: Ensure that all university employees receive the training that is stipulated by federal agencies, state agencies, and the University System of Georgia.

ACTION 3: Create classification progression plans that will facilitate employee retention and career opportunities.

***GOAL D: Foster a customer centric culture of excellence that improves process effectiveness, communications, and the overall quality of our products and services.***

ACTION 1: Enhance service value and effectiveness through continuous improvement of business workflow processes.

ACTION 2: Improve timeliness and transparency in our communications with customers and stakeholders.

ACTION 3: Pursue the very best product and service ratings.

## **DIVISION IMPERATIVE #4: Planning and Innovation**

**Supporting the campus through collaborative planning, development, and implementation.**

The Division of Business and Finance will actively support UWG's goal of fostering a culture of strategic planning, institutional effectiveness, and fiscal responsibility so that the University decisions at all levels are collaborative and driven by data assessment, continual improvement, and prioritization of resources aligned with the stated mission and vision. As the steward of funds from students, parents, families, public agencies, and donors, Business and Finance will account for the use of those funds maintaining the highest ethics, standards, and efficiencies.

### ***GOAL A: Support the strategic use of resources by building a culture of fiscal responsibility that promotes transparent planning, budgeting, assessment, and accountability processes.***

- ACTION 1: Ensure that fiscal policies and procedures remain relevant to funding organizations, are accessible to the campus community, and are effectively communicated to campus users.
- ACTION 2: Ensure that the budget planning process is inclusive, timely, factual, and strategic.
- ACTION 3: Continue to educate the campus community to ensure that Business and Finance information is communicated effectively.
- ACTION 4: Develop a strategy for periodic assessments of business processes to validate purpose and effectiveness.

### ***GOAL B: Provide financial information and guidance to decision makers that is timely, accurate, and understandable.***

- ACTION 1: Ensure compliance with all applicable governing and funding organizations in financial reporting.
- ACTION 2: Ensure that factual financial information is provided for operational and strategic decision making.
- ACTION 3: Develop departmental financial skills and resources for reporting and internal controls for non-financial managers.
- ACTION 4: Partner with auxiliary units on campus to provide the best value in facilities support services.

### ***GOAL C: All planning processes involving finances, human capital, and facilities will align with the UWG strategic plan.***

- ACTION 1: Develop a strategy for periodic review of organizational structures within each division to address recruitment needs and succession planning efforts
- ACTION 2: Ensure that current and accurate facilities data are available to planners and decision makers in all divisions.

**ACTION 3:** Ensure that all planning processes are aligned with the Strategic Plan and university unit plans including ITS Business Strategy, Auxiliary Business Plans, and the Academic Plan.