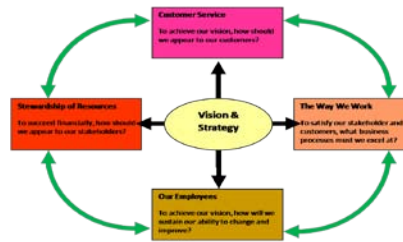


Finance and Administration Division
Strategic Planning
Strategic Measures and Initiatives – 2010-2011

Quadrant	Objective	Measure	Long Term Target	10/11 Results	10/11 Target	Initiatives	Accountability	Status
Customer Service	C.1: Provide quality, responsive, and helpful service.	Student customer satisfaction rating	All services at 8 or above		7.5 or % of improved scores	C.1.1 Each major service within F&A obtain current information on the needs, and services offered to their customers. This may be completed by conducting focus groups or other information sources.	AVPs/Directors	
		Employee customer satisfaction rating	All services at 8 or above		7.5 or % of improved scores			
					7.5 or % of improved scores	C.1.2 Service Excellence Standards are departmentalized, measurement of success is identified and there is ongoing training and support.	AVPs/Directors	
	C.2: Communicate quality, timely, and accurate information to customers.	Customer satisfaction rating	All services at 8 or above		7.5 or % of improved scores	C.2.1 All departments will establish a quarterly review process to ensure their websites are communicating current information.	AVPs/Directors	
	C.3: Provide a safe campus.	Committee established.			Complete	C.3.1 Establish Community Advisory Committee.	Director University Safety	
Stewardship of Resources	F.1: Provide effective stewardship of university resources.	Annual, actual financial operating results for university compared to budgeted operating result.	Positive		Positive	F.1.1 Continue to monitor financial results on a continuous basis for university/division, and take appropriate action in order to meet the Board of Governors directive on debt reduction.	VP (F&A)	
		Successful delivery of Capital Programs.	% delivered on Time & on Budget		90% delivered on Time & on Budget	F.1.2 See attached list of Capital Programs (space reassignment, five year capital plan).	AVP (FMP)	
		Assign tasks and track accomplishments.			Complete	F.1.3 Initiate Sustainability Advisory Committee with assigned tasks.	VP (F&A)	
		Sustainability Initiative established.			Complete	F.1.4 All departments establish a sustainability initiative.	AVPs/Directors	
		Enrollment budget model refined.			Complete	F.1.5 Refine enrollment budget model.	VP (F&A)	
		5% reduction of base funding/Opportunities for revenue generation.			2% Base/ Revenue generation opportunities identified	F.1.6 All departments to complete a budget review.	AVPs/Directors	
		Employee satisfaction rating (I'm encouraged to make suggestions)	TBD		Implement next steps outlined in preliminary report 02/10	F.1.7 Co-chair Task Force on Financial Resources.	VP (F&A)	
		Email for students outsourced.			Complete	F.1.8 Outsource email for students.	CIO	
		Effective utilization of computers in labs.	All labs reviewed		20 labs reviewed	F.1.9 Assessing use of computers in labs.	CIO	

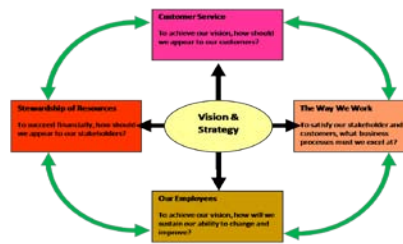
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	F.2: Manage risks that affect the university.	Successful completion of the University wide works assessment with results reported to the Audit Committee.	Complete		Complete	F.2.1 Complete the University wide risk assessment, updating the process as required.	AVP (Finance)	
		Co-sourced Internal Audit Function is to the satisfaction of the Board Audit and Finance Committee.	Yes		Yes	F.2.2 Finance will co-ordinate the Internal Audit function by preparing the proposed audits for approval by the Board, preparing follow up reports for the Board, and assisting our outsourced internal audit firm.	AVP (Finance)	
		Emergency response strategy refined.			Complete	F.2.3 Refine emergency response strategy.	Director University Safety	
The Way We Work	I.1 Continuously improve our processes and services in an efficient and effective manner.	# of Benchmarking recommendations implemented.	100% Implementation		RMO - 90% complete ENS - 50% complete	I.1.1a) Benchmarking Projects to be completed: Residence Maintenance and Operations and Email and Network Storage project.	AVP's (FMP, U.S.), Director HCS, CIO	
		# of projects completed			2	I.1.1b) Conduct new benchmarking projects.	AVP (IRP)	
		# of projects completed			4	I.1.2 Complete Lean projects.	AVP (IRP)	
	I.2: Utilize effective strategic and operation planning.	% of approved operational initiatives that are achieved.	100%		90%	I.2.1 Monitor progress mid-year point.	AVPs/Directors	
		All depts./units have utilized the Strategic Planning Model.			100%	I.2.2 Each depts./units to engage their employees in planning by utilize the Strategic Planning Model.	AVPs/Directors	
		Obtain Level One NQI Quality Certification.	Level 4 Certification		Level 1 Certification Complete	I.2.3 Introduce NQI Quality Framework.	AVPs/Directors	
						I.2.4 Communicate how F&A initiatives have improved service (e.g., reporting of the plan on an annual basis to employees).	AVPs/Directors	
	I.3: Communicate quality, timely, and accurate information in division.	Overall rating on employees responses to questions developed.	2.5		2.8	I.2.5 Determine appropriate question(s) to ask employees, in an employee survey tool.	AVPs/Directors	
	L.1: Ensure a positive work environment.	Average number of sick hours/days/per year per eligible employee (within Division).	6.6 days		7 to 8 days	L.1.1 Each Director to develop a plan to meet targets.	AVPs/Directors	

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Our Employees		Annual Leave carryover for full-time continuous employees will have a maximum carryover of 30 days.	30 days		75%	L.1.2 Each Director to develop a plan to meet targets.	AVPs/Directors	
		Leadership Program developed.			Yes	L.1.3 Revamp LMDP.	VP (F&A)	
		360 feedback process reviewed.			Yes	L.1.4 Refine 360 feedback process.	VP (F&A)	
		Research completed with recommendations to move forward.			Complete	L.1.5 Research feedback mechanisms for CUPE 2424 employees.	AVP (H.R.)	
		# of forums/feedback results.			5/positive results	L.1.6 VP to host open discussion forum with F&A employees.	VP (F&A)	
		Survey tool identified.				L.1.7 Determine appropriate employee survey tool	AVP's (IRP, H.R., U.S.)	
	L.2: Support a Healthy and Safe Workplace.	WSIB # of lost days WSIB # of claims	TBD		5% reduction	L.2.1 Physical Plant to develop a plan to reduce # of claims and days lost.	AVP (FMP)	
		Champion established in each dept/unit.	100%		100%	L.2.2 Build awareness of the Healthy Workplace initiative: Each leader take on the champion role and within each dept/unit establish an employee HWP champion .	AVPs/Directors	
		Obtain Level 1 NQI Healthy Workplace Certification.	Level 4 Certification		Level 1 Certification	L.2.3 Evolve Healthy Workplace Initiative.	VP (F&A), AVP's (H.R.,U.S.)	

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