

UC SANTA CRUZ

Financial Affairs
FY25 Strategic Plan &
Three Year Strategic Plan

Vision: Deliver effective tools, responsive customer service, and sound financial stewardship to the UCSC community and stakeholders within an environment committed to continuous improvement.

Mission: To lead the campus in ensuring that the stewardship of UCSC financial resources are effectively managed and delivered with integrity.

Unit Objectives:

1. Ensure that Financial Affairs embodies the [Principles of Community](#) and is a model of good stewardship
2. Enable, empower and invest in Financial Affairs staff to maintain a strong campus-wide financial control and accountability environment
3. Maintain the accuracy and integrity of financial information and systems with leading edge technology
4. Exceed service level expectations to students, faculty, staff, and stakeholders
5. Lead efforts to expand revenue generation and close the University's deficit gap
6. Deliver best value across the Financial Affairs portfolio

Executive Summary: FY 25 will be focused on the premise of doing less with less.

- Financial Affairs will harness existing technology to free capacity within our teams
- Increase the Units value to campus by creating defined Service Level Agreements, providing leadership to close the University deficit gap and modeling efficient business practices
- Leverage predictive data analytics to fortify controls and

#	Five-Year Objectives	Summary of Multi-Year Strategic Priorities Successes since 2019
#1	Support employee growth and development to increase engagement and potential.	<ol style="list-style-type: none"> 1. Established \$100K annual staff training budget 2. FA Star Award funding increased by 460% 3. Hardware refresh - deployed laptops in support of remote work 4. Implemented Continuous Improvement models (problem solving, visual management, metrics, Kaizen Teian) 5. Implemented telecommuting and remote work for the majority of employees 6. Implemented Employee Engagement Survey
#2	Leverage leading-edge technology, streamline business processes and identify cross-collaboration opportunities to provide frictionless solutions.	<ol style="list-style-type: none"> 1. Implemented CruzFly, Payment Plus, PaymentWorks, DocuSign, CloudCard Platform, Lease Accelerator and EZ Lease software and eFax for payroll office 2. Payroll implemented DocuSign for all overpayments 3. Created Real Estate and Contract Services Department 4. Implemented Netsuite POS/ERP and e-commerce platform and FreedomPay gateway 5. Implemented UCSC ebill/epay 6. Initiated Guided Buying, AP digital capture, CruzBuy dynamic forms 7. Implemented SBS Slugbot 8. Expanded adoption of P-Card and CTE-Card 9. Held campaign for electronic W2 and direct deposit 10. Developing local technical infrastructure for document management system 11. Implemented \$10K threshold for CruzBuy requisition pass through
#3	Enhance the value proposition of Financial Affairs by prioritizing transparency, increasing revenues, implementing cost-effective measures, and accelerating service delivery while maintaining high-quality standards.	<ol style="list-style-type: none"> 1. Established grants team to pursue non-research grants and external funding opportunities which generated \$50M in proposals and \$10M in grant funding 2. Leveraged P-Card and CTE-Card purchases to generate documented procurement savings via UC Benefits Bank 3. Developed revenue-generating contracts 4. Reduced FA space footprint through remote work 5. Contracted Food Trucks 6. Refocus of Strategic Sourcing team 7. Increased real estate portfolio and moved development projects forward 8. Implemented contracting out 9. Engaged Virtual coursebook partnership with Akademos generating \$737k for students and instituted Inclusive Access program 10. Established UCSC's SlugCents Financial Literacy and Wellness program
#4	Implement advanced predictive data analytics and uphold rigorous financial stewardship practices to fortify controls and mitigate risks.	<ol style="list-style-type: none"> 1. Developed annual financial Statements for UCSC 2. Implemented cash flow forecasting 3. Implemented Visa IntelliLink 4. Created deficit resolution plans for FOA 5. Developing chart of account structure in compliance with UCOP requirements

Goal #	FY24 Annual Objectives	Annual Initiatives	Objective Metrics / Goals
#1	Support employee growth and development to increase engagement and potential.	<ol style="list-style-type: none"> 1. Timely compliance with UC mandatory trainings 2. Develop employee engagement analysis 3. Expand Kaizen Teian adoption 4. Develop a three year personnel plan including career path development and attrition planning 5. Advance FA personnel for UCSC certification programs in Leadership, DE&I and Sustainability 6. Expand use of internal and cost neutral professional enrichment opportunities 	<ol style="list-style-type: none"> 1. Mandatory courses completed / Goal: 100% 2. Annual engagement rate / Goal: 3% increase 3. Kaizen's submitted per quarter / Goal: 1 / employee 4. Personnel Plan development / Goal 100% complete by December 5. FA personnel application for certification programs / Goal 18 / year 6. Professional enrichment events attended / Goal: 4 / year per individual
#2	Leverage leading-edge technology, streamline business processes and identify cross-collaboration opportunities to provide frictionless solutions.	<ol style="list-style-type: none"> 1. Lead with the implementation of disruptive technologies that create capacity (ChatBot, Digital Capture, MRI Real Estate- Portfolio Management Software) 2. Consolidate systems to reduce system integration and manual re-entry (Supplier Management/Procure to Pay in CruzBuy, Travel Advances to CTE Instant Card) 3. Leverage existing system functionality to manage time consuming manual processes (US Bank Instant Card, CruzFly Reimbursements, CruzBuy Dynamic Forms) 4. Eliminate paper based business processes through technology and outsourcing (Check Writing, 1099 Printing, Employee Housing Applications, Procard) 5. Explore technology solution for future implementation (Grant Management, Housing portfolio Management, Recharge Forms, Student ID's, Business Contract Management with AI, CruzBuy External Forms, CruzBuy EMail Approvals) 6. Develop SOPs and SLAs with key campus stakeholders to support streamlined and standardized business processes 7. Determine an overall communication model for Financials Affairs (Video Training, SLA's, ChatBot, Website) 	<ol style="list-style-type: none"> 1. Technological solutions deliverables met on-time / Goal: 100% 2. Develop SLA's and SOP's with campus stakeholders by December / Goal: 100% 3. Communications model developed by December / Goal: 100%

Goal #	FY24 Annual Objectives	Annual Initiatives	Objective Metrics / Goals
#3	<p>Enhance the value proposition of Financial Affairs by prioritizing transparency, increasing revenues, implementing cost-effective measures, and accelerating service delivery while maintaining high-quality standards.</p>	<ol style="list-style-type: none"> 1. Increase Revenues: Develop three year Revenue growth Goals and invest in growth opportunities 2. Reduce Costs: Create capacity through investments in business process improvements and technology 3. Accelerate Delivery: Develop, distribute and monitor through metrics FA Service Level Agreements 4. Improve Quality: Implement audit findings, workgroup recommendations and develop opportunities to reduce errors and rework 	<p><u>Revenue</u></p> <ol style="list-style-type: none"> 1. Increase dollar value of Submitted Grants/Goal: \$22M in grant submissions 2. Finalize three year revenue growth goals / Goal: 100% 3. Increase card rebate revenue / Goal: 5% growth 4. Expand (BTCS) Guided Buying purchases / Goal 15% growth <p><u>Cost</u></p> <ol style="list-style-type: none"> 5. Reduce overtime / Goal: 50% reduction 6. Reduce manual direct pay reimbursements and travel cash advances / Goal 90% reduction 7. Increase student purchases with Akademos / Goal: \$400K in savings <p><u>Delivery</u></p> <ol style="list-style-type: none"> 8. Develop SLA plan / Goal: 100% complete by December 9. Expand Inclusive Access program / Goal 50% increase in access 10. Bring Employee ID's into FIS / Goal: December <p><u>Quality</u></p> <ol style="list-style-type: none"> 11. Percentage of audit/business process review recommendations Completed / Goal: 60%
#4	<p>Implement advanced predictive data analytics and uphold rigorous financial stewardship practices to fortify controls and mitigate risks.</p>	<ol style="list-style-type: none"> 1. Develop ideas for streamlining central control structures to make FinAff more predictive, effective and responsive 2. Expand usage of existing system functionality to perform basic policy audits (CruzBuy, CruzFly, CruzPay) 3. Invest in predictive data analytics tools (Visa Intellilink, ChatBot) 4. Reduce backlog of delinquent work across systems and business processes (Timesheets, Travel/CTE/ProCard, ERS) 5. Expand the deployment of continuous improvement models (Huddle, KZT, JBS, & 5S) 6. Implement voice of customer into metric analysis (FA Dashboard) 	<ol style="list-style-type: none"> 1. Review systems to identify appropriate approvals to improve transactional speed / Goal: 100% 2. Increase number of system audits / Goal: 25% Increase (Cruzfly, Cruzbuy) 3. Develop Implementation plan for Visa IntelliLink, Chatbot / Goal: 100% 4. Address chronically delinquent activities through transparency / Goal: 100% by December 5. Conduct a needs assessment across campus for ecommerce platform / Goal: 100% by December 6. Develop and release customer based survey / Goal: 1 per department 7. Implement Asana based huddle system / Goal: Controller & RECS Huddles implemented by October 8. Implement KZT program across FA / Goal: 100% implemented by December 9. Implement 5S training at Barn H and BTCS / Goal: 100% Implemented by September

UC SANTA CRUZ

Financial Affairs Three Year
Strategic Plan
FY25 - FY27

#	Three-Year Objectives	Year 1	Year 2	Year 3
1	<p>Support employee growth and development to increase engagement and potential.</p>	<p>Analysis of FA Personnel skills and interests along with business needs to help develop a three year personnel plan to meet employee and Unit goals.</p> <p>Establish FA as a campus leader by advancing personnel for internal certification programs including: Leadership Academy; DE&I; and Sustainability.</p> <p>Reduce investment in external professional enrichment opportunities. Create capacity to take advantage of internal training opportunities</p> <p>Continue to maintain 100% compliance in mandatory training.</p>	<p>Implement FA Personnel Plan taking into account compensation, increased workload, training and career path development.</p> <p>Create capacity to have at least one person from each department attend certification programs.</p> <p>Restore funding to invest in external professional enrichment opportunities.</p> <p>Continue to maintain 100% compliance in mandatory training.</p>	<p>Maintain FA Personnel Plan.</p> <p>Total increase of 21 people submitted over 3 years.</p> <p>Maintain funding for external training opportunities.</p> <p>Continue to maintain 100% compliance in mandatory training.</p>

#	Three-Year Objectives	Year 1	Year 2	Year 3
2	Leverage leading-edge technology, streamline business processes and identify cross-collaboration opportunities to provide frictionless solutions.	<p>Implement:</p> <p>Lead with the implementation of disruptive technologies that create capacity. (ChatBot, Digital Capture)</p> <p>Consolidate systems to reduce system integration and manual re-entry. (PaymentWorks to CruzBuy; Banner Receiving to Jaggaer Receiving)</p> <p>Leverage existing system functionality to manage time consuming manual processes (Portal Invoicing, US Bank Instant Card, CruzFly)</p> <p>Outsource paper based business processes (Check Writing; 1099 Printing)</p>	<p>Calibrate:</p> <p>Review system implementations to reassess risk, automate processes, ensure scalability and prove compliance.</p>	<p>Retrain and Redeploy:</p> <p>Retrain and redeploy resources to focus on ongoing system administration.</p>

#	Three-Year Objectives	Year 1	Year 2	Year 3
3	<p>Enhance the value proposition of Financial Affairs by prioritizing transparency, increasing revenues, implementing cost-effective measures, and accelerating service delivery while maintaining high-quality standards.</p>	<p>Develop three year Revenue growth Goals and invest in growth opportunities</p> <p>Reduce staff overtime though business process improvements</p> <p>Reorganize FA to better achieve goals; Merge Enterprise Solutions under RECS and Merge CMRS with Campus Store.</p> <p>Develop and distribute FA Service Level Agreements</p> <p>Develop Lean Management/ KZT/Huddle structure</p> <p>Implement PAWG findings.</p>	<p>Track revenue growth and deploy countermeasures as needed.</p> <p>Maintain Staff OT limits.</p> <p>Separate ongoing recurring work from systems implementation testing and development work.</p> <p>Monitor FA Service Level Agreements for opportunities to improve.</p> <p>Maintain one improvement per employee per quarter goal. Start huddle audits.</p> <p>Standardize PAWG findings.</p>	<p>Track revenue growth and deploy countermeasures as needed.</p> <p>Maintain Staff OT limits.</p> <p>Adjust staffing levels to improve system development and deployment capacity</p> <p>Monitor FA Service Level Agreements for opportunities to improve.</p> <p>Maintain one improvement per employee per quarter goal.</p> <p>Maintain PAWG Findings.</p>

#	Three-Year Objectives	Year 1	Year 2	Year 3
4	Implement advanced predictive data analytics and uphold rigorous financial stewardship practices to fortify controls and mitigate risks.	<p>Develop ideas to streamlining central control structures to make FinAff more effective and responsive.</p> <p>Expand usage of existing system functionality to perform basic policy audits.</p> <p>Invest in predictive data analytics tools.</p>	<p>Implement ideas to streamline central control structure to eliminate waste.</p> <p>Train staff to post transaction audits.</p> <p>Test predictive data analytic tools to proactively address issues.</p>	<p>Standardize streamlined central control structure across systems.</p> <p>Transition excess staff capacity to ongoing system maintenance and development.</p> <p>Implement and calibrate predictive data analytic tools.</p>