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

• Address Campus Deferred Maintenance
  • 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
  o 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 $90,000
    - Total: $238,300

HOUSING

- Complete deferred maintenance projects outlined under Housing Deferred Maintenance Plan
  - Senior Director for Facilities Management and Director of Housing
  - Complete 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 $35,000
    - Total: $1,221,000

FOUNDATION

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

ENTERPRISE

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

HEALTH CENTER

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

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• 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
  o Information Technology
    • CFO
    • Complete by: To Be Determined
    • Cost: $835,000
    • Funding: Division Growth Funds
  o 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
  o 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
  o Execute annual department specific Training in Emergency Preparedness
    • Senior Director: Police and Parking Services
    • Complete by: June 30, 2009
    • Cost: $0 – Base Budget
  o 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
  o 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)
  o 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

  o 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
  o 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

  o Increase number of motorcycle permit spaces
    ▪ Senior Director: Police and Parking Services
    ▪ Complete by: June 30, 2009
    ▪ Cost: $0 – Base Budget

  o 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

  o 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