

Administration and Finance

1. Division Description:

Mission

Advance NAU's mission by anticipating and providing exceptional services to all who engage with the Administration and Finance areas.

Values

- Innovation
- Efficiency
- Professionalism
- Integrity

Reporting Units

Bookstore (contract)

Capital Assets and Services

(Facilities Operations & Maintenance, Planning and Development,
Safety and Environmental Services, Campus Supply)

Central Ticketing Office

duBois Center

Financial Services (Comptroller & Bursar, Purchasing, Postal, Sponsored Projects)

Human Resources (HR Services, Payroll, Employee Assistance and Wellness)

Internal Audit

Parking

Police

Regulatory Compliance

Skydome

2. Environmental Scan (SWOT)

External Analysis:

Top three most important opportunities

- Changing physical facilities and infrastructure
- Maximizing operational and staff resources
- Capitalizing on sustainable solutions in all facets of resource management

Top three most important threats

- Aging workforce, loss of knowledge, meeting needs of younger workforce
- Providing the infrastructure (physical, human, technology) that supports growth
- Compliance environment and unfunded mandates

Internal Analysis:

Top three strengths

- Efficient with limited resources; dedication and diversification of staff
- Customer service commitment
- Community relations and public perception

Top three most important challenges

- Managing the balance among expectations, priorities, and expenditures
- Lack of sufficient operational and personnel funding to meet expectations
- Workforce retention and recruiting

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3. Division Goals and Activities in Support of University Goals

Goal 1: Learning-centered University

Goal	Measures
Anticipate, plan, standardize, and prioritize for infrastructure improvements to include <ul style="list-style-type: none">• utilities upgrades• roadway and traffic• parking and transit• new building construction and building renovation• classrooms & facilities Maximize opportunities for collaborative and meaningful work, academic, and recreational experiences within A & F to meet student and campus needs	Engage in campus level prioritization twice per year Develop a resource planning mechanism (gaps vs. resources) Measure the amount of budget committed to each item or project Establish a minimum standards plan and mechanism for prioritizing for classrooms and facilities Benchmark other institutions Evaluate the impact by surveying students in each unit Evaluate the work production and turnover Annually report on the number of student workers and work experiences

FY07 Accomplishments

- *Maximized student employment and internship opportunities by adding student jobs, increasing student learning experiences/responsibilities and providing scholarships through foundation funds.*
- *Expanded New Employee Orientation and enhanced content in alignment with NAU mission and values.*
- *Achieved parking and shuttle service changes and enhancements while minimizing impact to campus to accommodate construction and traffic pattern changes. Increased bus fleet and reduced wait time at shuttle stops.*
- *Increased student-scheduled use time in multi-sport facilities for intramurals, club sports, summer conferences and Olympic training.*
- *Increased on-campus Central Ticket Office activities resulting in several sell-out theater programs. Added two off-campus promoters.*

Goal 2: Student Access, Learning, Persistence, and Affordability

FY07 Accomplishments

- *Expanded student payment options by accepting American Express and expanding NAU Payment Plan. Marketing of multi-purpose venues fulfills recreational needs, competitive needs, and offers entertainment and scheduled events that enhance vibrancy of campus and living environment.*



Divisional Strategic Plans

Goal 3: Sustainability and Stewardship of Place

Goal

Engage in partnerships with local, regional, and state resources to monitor and reduce utility waste and promote environmental stewardship.

Examples include

- Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA)
- county sustainability initiatives
- city refuse/recycle
- state utilities and regulators
- Arizona Radiation Regulatory Agencies (ARRA), and Arizona Department of Environmental Quality (ADEQ)

Measures

Measure the benefit of partnerships by the degree of funding we receive
Quantify our involvement or activities on the basis of what NAU contributes and how NAU benefits
Establish baseline for specific programs and quantify improvements; include return on investment where appropriate

FY07 Accomplishments

- *Improved community policing efforts through increased resident hall watches, increased participation in annual citizen survey, increased number of crime prevention education programs and new drug awareness presentation. Increased participation in annual lighting safety assessment.*
- *Enhanced safety programs. Efforts included implementing safety audits, establishing safety resource web sites, implementing enhanced safety policy, updating and creation of safety manuals, and implementing specific safety training.*
- *Achieved compliance with federal, state, and local permits, registrations, and licenses in the areas of air, waste, water, radiation, and select agents: Arizona Dept. of Environmental Quality (ADEQ), Arizona Radiation Regulatory agencies (ARRA), Centers for Disease Control (CDC).*

Goal 4: Global Engagement

FY07 Accomplishments

- *Supported an increased number of international activities, summer conferences and events*

Goal 5: A Culture of Inclusion, Civility, and Respect

Goal

Examine and enhance A & F practices that support inclusion, promote awareness, and celebrate cultural diversity; educate A & F staff in inclusive practices that affect

- hiring opportunities
- training
- climate

Measures

Provide faculty and staff training opportunities that promote awareness about diversity and inclusive practices
Track A & F efforts and share good practices
Track \$ amount spent through Employee Development Support Funds (EDSF) on diversity and inclusion programs

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FY07 Accomplishments

- *Conducted training sessions on Generations in the Workplace, Valuing and Managing Diversity, and the Americans with Disabilities Act at NAU.*
- *Recruited, hired, trained, and retained a diverse pool of student employees throughout the A & F areas.*
- *No indication of bias-based policing.*

Goal 7: Innovative, Effective, and Accountable Practices

Goal

Explore opportunities to minimize traffic on the Flagstaff campus, reduce travel time, and minimize commuter traffic to and from campus

Provide information and support for the Dynamic Environmental Management System (DEMS)

Align A & F budgets, marketing strategies and planning with institutional priorities

Improve institutional effectiveness and long-term viability of NAU through enhancements in the following areas:

- compliance and internal controls
- communication and education
- programs and services that impact staff recruiting and retention
- accountability and evaluation

Explore and make recommendations for a university suggestion program
Consider rewards and recognition for goal accomplishment, innovation, efficiency gains and monetary savings

Ensure that A & F services provide support for student retention activities and minimize obstacles

Measures

Track bus transit-trips, passenger counts, and on-time shuttle delivery services

Measure the number and type of permits as compared to previous years

Look at citations for being in the wrong lot

Measure the usage of Mountain Line

Track responses to data requests; track other contributions to the system

Provide validation to the data and/or analysis as appropriate

Macro-level budget planning, marketing strategies, and strategic planning (goals) documents will reflect institutional priorities at the A & F unit level
Web site integration and standardization

Programs or program changes implemented
Identification of compliance/controls gaps and corrective actions taken

Percentage of staff trained as mandatory courses are identified

Establish a subcommittee to explore alternatives and make a recommendation to VP for A & F

Review Enrollment Management and Student Affairs (EMSA) and other student surveys to determine complaints/issues

Divisional Strategic Plans

FY07 Accomplishments

- *Updated the classified staff pay structure with the market and delivered salary adjustments for staff that had salaries below the minimum.*
- *Implemented multi-year compensation plan and philosophy statement.*
- *Implemented Workforce Planning, aligned with the university budget and planning process.*
- *Special market adjustments to improve police officer retention and competitiveness.*
- *Administered two state salary increases.*
- *Made enhancements to optional retirement plan (ORP) and life insurance plan.*
- *Implemented new wellness training programs that aligned with needs discovered in medical plan data review.*
- *Partnered with Fronske and medical plan provider to offer health screening and flu vaccine program with highest ever utilization and reduction in delivery cost.*
- *Participated in the university-wide Oracle 8.9 upgrade; led the Human Resource Information Systems (HRIS) portion of the upgrade.*
- *Implemented Oracle functionality enhancements to COBRA (benefits continuation) process, benefits billing, and automated staff recruiting system.*
- *Implemented a Non-resident Alien Tax Compliance program to insure that all international employees were receiving the correct taxation and treaty benefits.*
- *Advantage financial system upgrade.*
- *Implemented online procurement of campus supplies.*
- *Completed and opened two LEED academic facilities: College of Business and College of Engineering and Natural Sciences. Implemented LEED standard for facility development.*
- *Expanded use of reclaimed water for campus irrigation.*
- *Partnered and presented in two sustainability conferences promoting innovative and sustainable practices on the NAU campus.*
- *Participants of the campus sustainability ambassadors.*
- *Practice sustainability by reusing, recycling, and substituting greening products in the office.*
- *Four major internal audits completed identifying revenue and expenditure control opportunities, sources and uses of funds, duplicate billings, etc.*
- *Assisted in the Athletics annual financial audit process. Integrated Central Ticket Office involvement to enhance the review process and began daily reconciliation of Athletics ticketing receipts for assured compliance.*
- *Implemented a staff separation/transfer checklist to address physical, financial, and information security concerns.*

