



**ILLINOIS STATE  
UNIVERSITY**  
*Illinois' first public university*

# Division of Finance and Planning Strategic Plan

April 2012

## Introduction

The Division of Finance and Planning developed this strategic plan to articulate the Division's specific mission, vision, values, goals and priorities in support of Illinois State University and its strategic plan *Educating Illinois*.

The strategic goals and priorities outlined in this plan will direct the work of the Division over the next three to five years. While these items are not intended to represent the entirety of the ongoing work and activities in which the Division will engage during this timeframe, they are intended to provide a framework for prioritizing work and activities that support the attainment of these goals.

The development of this plan is a critical component for the continued success of the Division as it confronts a number of forces impacting the departments and units within the Division and the University. The continuing decline of state appropriations puts pressure on the Division to increase the diversity of revenue sources to the University and find creative solutions to maintain and enhance our operations. Recruiting and retaining quality staff in an increasingly competitive market requires a focus on creative recruiting strategies and leadership development within the Division. The ever-changing and complex set of external compliance requirements in areas ranging from financial management (including procurement) to human resources and from technology to facilities services necessitates the improvement of reporting and work processes in order to manage the additional workload.

Effective organizations routinely evaluate their strengths, weaknesses, opportunities, and threats to help guide their decision-making and chart their future. This plan is the culmination of that analysis and lays the foundation for how the Division can help the University advance its mission and vision for the future.

## Background and Process

The Division of Finance and Planning provides a broad range of administrative services to the faculty, students, and staff of Illinois State University. There are five major functions reporting to the Vice President for Finance and Planning including Financial Administration, University Budgets, Human Resources, Administrative Technologies, Planning and Facilities Services. An organizational chart can be found in the Appendix.

For fiscal year 2012, the Division has a total appropriated funds budget of \$76,147,300. This budget includes \$42,965,200 managed by Finance and Planning for University-wide obligations such as utility costs, Medicare payments, debt service payments for Certificates of Participation and liability insurance. As of fall 2011, there were a total of 623 employees within the Division, 599 of these employees are civil service employees and 24 are administrative/professional employees. Approximately 38 percent of the Division's employees have worked at Illinois State less than five years. Approximately 50 percent of the Division's employees are age 50 or older, with 12 percent over the age of 60.

The development of this plan grows out of discussions among the Division's senior leadership team regarding current and future challenges and opportunities facing the Division over the last several years. The planning process culminated with the Division of Finance and Planning's senior leadership retreat on August 25, 2011 where the team met to outline goals and priorities for the next three to five years. As part of this session, the group first engaged in an exercise to identify the Division's key strengths, weaknesses, opportunities, and threats (SWOT) as a means of providing context for the development of goals and priorities. The results of the retreat were summarized and this planning document was drafted for review and discussion within the Division and across the University.

## Planning Themes

During the development of this plan, several themes emerged through an analysis of the Division's strengths, weaknesses, opportunities, and threats. A detailed listing of these items is included in the Appendix.

These themes form the basis for the Division's goals and priorities and will receive particular attention in the next several years.

- Focus on excellent customer service
- Leadership development
- Collaboration across the Division and the University
- Continuous improvement

The Division of Finance and Planning's overarching mission, vision, and values are shaped by, and consistent with, those outlined in the University's strategic plan, *Educating Illinois*. These

statements were developed through consultation with the Division's senior leadership team and they form the foundation for the development of the Division's goals and priorities.

## Mission

The Division of Finance and Planning provides a broad range of administrative leadership and service to Illinois State University in the areas of budgeting, financial management, facilities services, human resources, information technology and business intelligence, environmental health and safety, energy management, parking and transportation, institutional planning and research, and policy analysis in the most effective and efficient manner possible so that the University can excel in its mission and achieve its vision as stated in *Educating Illinois*.

## Vision

The Division of Finance and Planning will consistently provide excellent, timely, and creative service to the faculty, staff, students, and other stakeholders of Illinois State University. The Division will be highly professional, accountable, transparent, and collaborative in all work performed and in all interactions with colleagues.

## Guiding Values

**Customer Service Focus.** We strive to provide the highest level of service for the students, faculty, staff, and other University stakeholders.

**Collaboration and Teamwork.** We actively and willingly collaborate with our colleagues within the Division and across the University to provide services, accomplish tasks, and achieve goals. We help others when needed, even when the task is not directly related to our own responsibilities.

**Innovation and Creativity.** We are always open to considering new and different approaches and processes to deliver services and solve problems. We value fresh thinking and ideas even when they may be in contrast to the way we currently do things.

**High Ethical Standards.** As stewards of significant University resources, we ensure that our actions and behaviors are above reproach so that we maintain the trust placed in us by the University.

**Accountable and Transparent.** We are accountable for our actions and promises and transparent across all facets of Divisional operations. We acknowledge our mistakes and fix them no matter what it takes.

**Fiscally Responsible.** We treat and utilize all University resources carefully and judiciously.

**Purposeful and Deliberate.** We work with a sense of purpose and deliberation.

**Respect.** We treat our colleagues and customers with the highest level of respect at all times.

**Diversity and Inclusion.** We value and respect a diversity of backgrounds, beliefs, opinions, and perspectives in the workplace that may be different from our own.

## Goals and Priorities

### Goal 1: Enhance organizational and staff development opportunities

#### Priorities

- Implement succession planning and leadership development across the Division, with a focus on enhancing the diversity of Divisional leadership.
- Develop a consistent process for the orientation and mentoring of new staff within the Division.
- Provide more targeted staff development opportunities across the Division in formal and informal settings, with an initial focus on enhancing customer service.
- Provide cross-divisional exposure opportunities for more Finance and Planning managers and staff.
- Develop more opportunities for formal and informal staff interaction across the Division.

### Goal 2: Improve business processes and work flow to increase the efficiency and effectiveness of the Division

#### Priorities

- Evaluate Divisional business processes to identify and implement improvements and efficiencies where possible and feasible within current laws and regulations governing the University.
- Leverage technological resources to improve organizational efficiency and effectiveness across the division.
- Improve planning, work processes and resource management in all functional areas across the Division.
- Improve the transparency and communication of key business processes for staff within and outside of the Division.

### Goal 3: Formalize strategic partnerships across the University

#### Priorities

- Work collaboratively and proactively with other divisions and units in bringing technical expertise, data, and other information resources to solve problems and take advantage of strategic opportunities.
- Work collaboratively and proactively with other divisions and units across the University to identify and implement process improvements and cost savings opportunities that enable the

reallocation of resources to high priority initiatives and activities in support of the University's mission.

- Improve communication with other divisions and units across the University to foster productive working relationships and enhance the transparency and understanding of Divisional operations and processes.

## Implementation

<b>Spring 2012</b>	The Vice President for Finance and Planning will consult within and outside of the Division to gather feedback and validate the draft strategic plan. Input gathered through the consultation process will be incorporated into a final plan document
<b>April 2012</b>	Final plan document completed.
<b>May – Dec. 2012</b>	Three cross-unit working groups will be created to advance the goals and priorities outlined in the strategic plan. It is expected that these groups will develop recommendations that include a range of activities and initiatives that address the goals and priorities at both a Division-wide and individual unit level. Final determination of priorities from these recommendations will be made by the Vice President and senior leadership team in consultation with the working groups.
<b>January 2013</b>	Implementation of the plan begins. To ensure progress and accountability, processes and metrics for measuring and reporting progress to the Division and its stakeholders will also be developed.
<b>Ongoing</b>	<p>Progress on the achievement of the goals and priorities will be evaluated and reported on an annual basis via the Division's website.</p> <p>This plan will be reviewed at the conclusion of the current review and update of <i>Educating Illinois</i> (2014-2019) to ensure that the Division's goals and priorities remain in line with the University's strategic plan. This plan could also be refined based on the assessment of progress and/or changes in the environment require a change in direction.</p>

# Appendix

## Detailed SWOT Analysis for the Division of Finance and Planning

### Strengths

- Clear vision and focus on customer service among the Division's senior leadership
- Strength of character (steadiness in the midst of difficulties, strong work ethic, and seek opportunities in face of adversity)
- Fiscally prudent management that will also not hesitate to invest University resources when necessary for sound operational or strategic reasons
- Many staff with strong institutional history and experience coupled with new staff who bring a fresh outside perspective
- Growing use of collaborative teams to tackle projects and problems
- Innovative and creative problem solvers
- Broad base of experience across many functional areas (e.g., finance, technology, budgeting, human resources, facilities, planning and institutional research)
- Supportive work environment for all staff

### Weaknesses

- Emphasis on customer service not uniform throughout the division
- Gaps in knowledge and middle management leadership in some areas
- Struggle at times with communicating in a clear and timely manner within and outside the division (silo thinking)
- Some business processes are not efficient
- Not enough focus on continuous improvement, process and work flow enhancements (no formal, systematic approach for assessment)
- Not always nimble and flexible in service-delivery and problem-solving
- Weak project management skills in some areas
- Facilities are not flexible in design to encourage teamwork
- Lack of diversity across division

### Opportunities

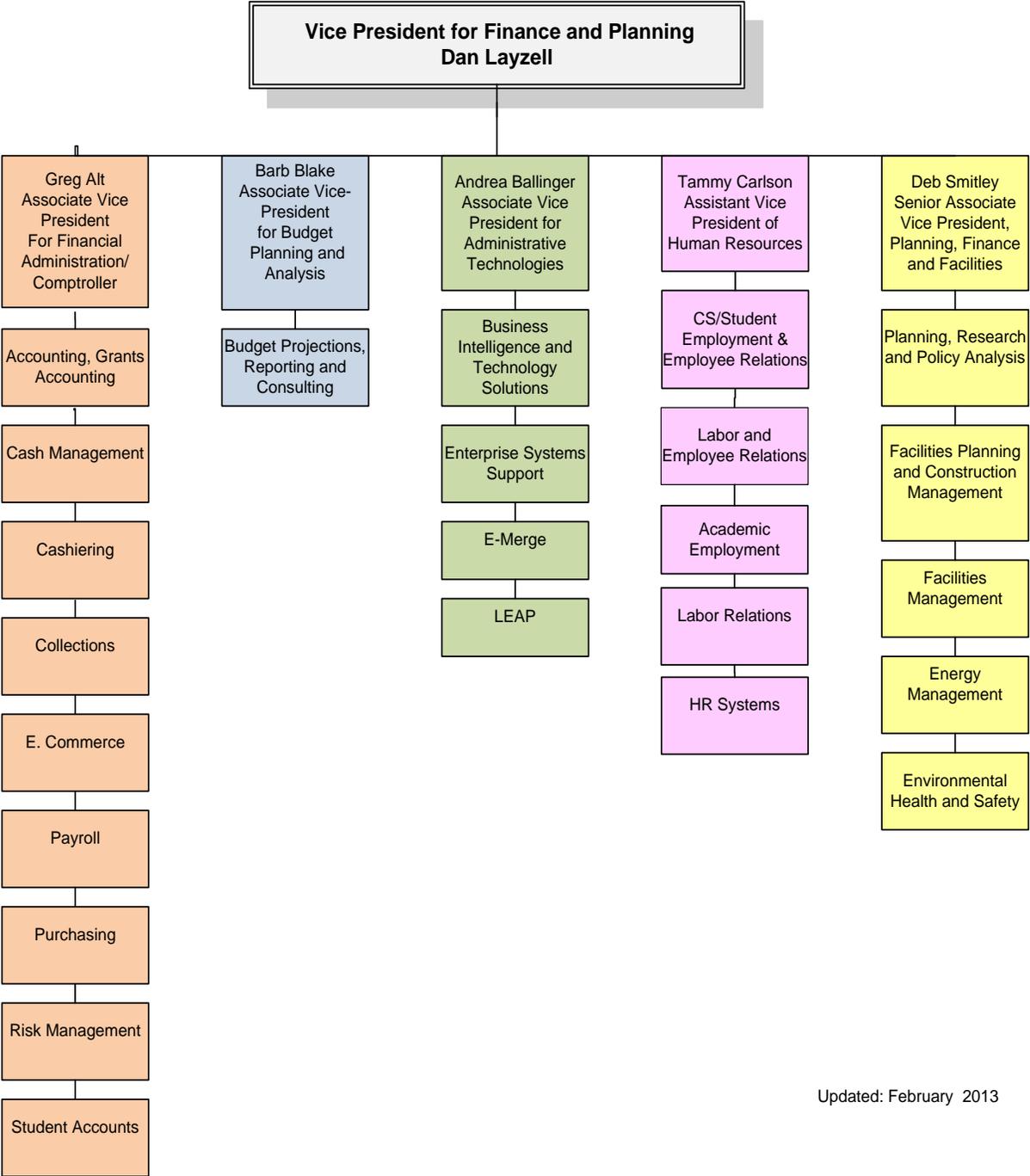
- Gain efficiencies through business process analysis, technologies, and cost-savings opportunities where possible
- Evaluate work flow across divisions to identify processes that can be streamlined or eliminated
- Develop bench strength at the middle-management and young professional levels of the division
- Become University leaders in data-informed decision making in response to heightened demand for analysis and decision support on campus

- Expand collaborative efforts across the units of the Division and with other divisions
- Play a greater role in University planning efforts
- Demonstrate results (become more transparent about our performance across the division and with other divisions and units)

### **Threats**

- State Government
  - Procurement process
  - Funding unpredictability
  - Changes in benefits and retirement programs
- Competition for talent
- Complacency
- Managing institutional expectations in a constructive manner
- Upcoming retirements in key positions
- Compliance demands

**Division of Finance and Planning Organizational Chart  
 April 2012**



Updated: February 2013

