



SACRAMENTO STATE

# ABA Strategic Plan



# Intro to ABA and Sac State

Since its establishment in 1947, Sacramento State has been pivotal in educating students and serving California's capital region. Renowned for its leadership in education, innovation, and community engagement, the institution believes in the boundless potential of its students for excellence and success. Over the years, faculty and staff have diligently worked to improve graduation rates, solidify the university's role as an anchor institution, and foster a campus-wide commitment to diversity, equity, and inclusion.

The Division of Administration & Business Affairs (ABA) is a key partner to the campus community, facilitating the realization of Sacramento State's mission and vision. ABA is a principal support division of the university, offering comprehensive administrative, business, financial, personnel, operational, and logistical services to students, faculty, and staff. Additionally, ABA manages campus facilities planning, operations, and maintenance, oversees major capital construction projects, and provides police and safety services.

The 2025-2028 strategic plan for ABA aligns closely with the 2023-2028 University Plan. In partnership, ABA aims to achieve a series of objectives and key results to elevate the university to new levels of success. The plan begins by defining ABA's mission and outlining its core beliefs.



## **ABA Mission and Values** - *What We Believe In*

**ABA's talented, diverse, committed, and collaborative team responsibly manages people, physical, and fiscal resources to create and deliver the university community with a safe, engaging, and inclusive environment to learn, live, work, and play.**



# ABA Mission and Values - *What We Believe In*

## Leading by Example

- We are honest and ethical, and conduct our work with an equity-lens
- We take responsibility for all aspects of our business, demonstrating the highest standards of professional conduct and transparency
- As community ambassadors for compliance, we ensure adherence to requirements while providing a positive customer service experience

## Raising the Bar

- We commit to excellence through a focus on quality, efficiency, and continuous improvement
- We listen and respond to the needs of the campus community to achieve University goals and solve problems collaboratively
- Wherever feasible, we are committed to removing barriers to access
- We rethink the way we do everything, from A-Z

## Being Value-Additive

- We appreciate all points of view and treat everyone with dignity, courtesy, and empathy
- We invite everyone to take their seat at the table, and if there isn't a seat, we will, intentionally and thoughtfully, make a seat for you
- We value your unique perspective to solve both the problems of today and tomorrow through collaboration and teamwork

## Staying Curious

- We believe change can be good for growth
- We are adaptable and are open to change, even when resources are limited
- We actively seek customer feedback and use what we learn to drive innovation



# Strategic Pillars

Strategic pillars are the broad areas of focus and key priorities for ABA. ABA will use them to drive where resources should be allocated and prioritized.

**Communication and Collaboration**

**Process Improvement and Efficiency**

**Campus Safety and Infrastructure**

**Staff Development and Retention**



# Objectives and Key Results

Objectives and Key Results (OKRs) is a collaborative framework for setting ambitious goals and measuring progress. It helps teams and individuals define challenging objectives and track measurable outcomes, fostering alignment and engagement by clearly tracking progress and results. Success is measured not by completion of each result, but by measuring progress towards the stretch goal over time.



# Communication and Collaboration

## 1. Increase the quality of open, inclusive, and collaborative communication, both intra and inter divisionally.

- 1.1. Improve intra-divisional relations by hosting at least 2 cross-functional START Committee mixers per academic year
- 1.2. Recognize and celebrate a minimum of four successful collaboration examples each semester through internal communication channels (e.g. ABA Newsletter, ABA website, employee appreciation events)
- 1.3. Launch bi-annual town hall meetings, led by the division's leadership team, one focused for staff and faculty, one accessible to students, and collect and address at least 75% of actionable feedback trends from each meeting
- 1.4. Charge the START Committee to create a Communication Plan that designs an actionable structure with regular cadence, and strategies, to share 'The ABA Story' (i.e. ABA wins and successes) with the campus community
- 1.5. Increase visibility and promotion of ABA as a showcase for student skills, highlighting examples such as CNC work, engineering projects, welding, and sustainability initiatives through at least 10 showcases or events per academic year.



# Communication and Collaboration

## 2. Improve communication within the division

- 2.1. Officially adopt Microsoft Teams as the divisional communication platform and increase utilization of the platform by implementing community building strategies at the division-level
- 2.2. Implement a bi-annual feedback mechanism to assess the effectiveness of internal communication strategies, with at least 50% of staff participating in each survey
- 2.3. Establish a partnership program pairing staff members from different departments, aiming for at least 25 pairs by the end of each planning year to encourage knowledge sharing, professional development, and cross-functional collaboration





# Communication and Collaboration

## 3. Improve the way customer feedback is collected and actioned

- 3.1. Develop and implement a universal customer service survey for ABA by the end of 2025. Report and track customer service survey results every quarter to identify areas for improvement and new outreach opportunities.
- 3.2. Implement detailed workflows for complex tasks that span multiple departments, including process maps and contact information for key services with at least 80% of these resources completed and available to customers within 18 months.
  - 3.2.1. Establish streamlined partnerships with Financial Aid and Accounting Services to ensure timely distribution of financial aid to students, aiming for a 95% on-time distribution rate each semester
  - 3.2.2. Develop efficient processes for managing grants and non-state funds within ABA, facilitating timely expenditures and project implementation to achieve a 100% compliance rate with grant deadlines and funding requirements
- 3.3. Establish at least two new Service Level Agreements, per department, by the end of each planning year
- 3.4. Partner with IRT to implement Service Now with Accounting Services by the end of 2025, and establish benchmarks for response rates. Document lessons learned from implementation and expand Service Now to other Financial Services functions, if feasible.



# Communication and Collaboration

## 4. Increase cross-divisional collaboration project effectiveness

- 4.1. Identify and implement at least five opportunities for collaboration with other divisions or units within the University to streamline processes, leverage resources, and improve services by the end of 2025
- 4.2. Establish a minimum of three cross-divisional working groups or committees within the first six months of 2025 to address shared challenges or pursue strategic initiatives, ensuring representation from Administration and Business Affairs and other relevant divisions (e.g. Advisory Review, Cut the Red Tape Committee)



# Process Improvement and Efficiency

## 1. Improve Lean process improvement methodology adoption across ABA

- 1.1. Ensure that all AVPs and Directors complete training in Lean principles by the end of 2025, with a target of 100% completion
- 1.2. Implement a certification program in Lean principles for staff involved in process improvement, achieving a 75% certification rate among relevant personnel by July 2026



# Process Improvement and Efficiency

## 2. Improve business processes and operational efficiency within each ABA family by implementing Lean process improvement methodologies

- 2.1. Identify and document 100% of customer-facing business processes that include external stakeholders, within each department by the end of 2025, distinguishing processes that require further process improvement
- 2.2. Evaluate and improve all identified processes from 2.1 using Lean principles, by the end of 2026
- 2.3. Establish and distribute a quarterly report on process improvements to the ABA Management Council, summarizing outcomes and next steps for each reviewed process, beginning in January 2025
- 2.4. Implement a mechanism for staff involvement in process improvement initiatives, ensuring that by the end of each of the strategic planning years, at least 25% of all ABA staff have participated in at least one improvement project or provide feedback through established channels



# Process Improvement and Efficiency

## 3. Foster continuous improvement of long-term goal setting by implementing structured goal-setting frameworks and quarterly progress assessments through a community of practice

- 3.1. Establish quarterly meetings with staff representatives from each department/area (i.e. a community of practice CofP) to set and review process improvement goals, resulting in documented progress reports after each meeting
- 3.2. CofP to conduct semester listening sessions (i.e. Coffee with the VP) to gather ideas for process improvement, with participation from at least 10% of ABA staff members across all departments, and implement at least 50% of actionable suggestions within six months.
- 3.3. CofP to create a recommendation to Admin Council that would enhance the customer experience by implementing a structured feedback mechanism for both internal and external customers, achieving a minimum response rate of 50% per process reviewed, and incorporating feedback into process improvements each semester.
- 3.4. CofP recommend an implementation plan to conduct “mystery shopper” exercises quarterly to evaluate customer service quality, with actionable insights implemented within 30 days of each exercise to improve service standards.



# Process Improvement and Efficiency

- 4. Improve employee understanding of division mission and vision so that they can become champions of the ABA story**
  - 4.1. Update division mission statement by the end of 2024, ensuring alignment with organizational goals and achieving 100% approval from department leaders
  - 4.2. Enable managers through training on how to re-enforce the purpose of each staff and employee role to student success and fulfilling the mission of the University
  - 4.3. Integrate “Who is ABA?” training into the University onboarding process for all new hires by the end of 2025
  - 4.4. Ensure that all new ABA hires meet with the VP of Administration/CFO quarterly, with 100% compliance by scheduling and conducting these meetings.



# Process Improvement and Efficiency

## 5. Enhance institutional knowledge retention within ABA by implementing a knowledge management system

- 5.1. Develop and implement an institutional knowledge retention plan incorporating cross-training, succession planning, shadowing, and other institutional knowledge retention practices, with measurable progress documented per semester and at least 75% participation from high-risk positions by end of 2025
- 5.2. Formalize information retention practices by identifying and documenting high-value information critical to operations and strategic goals, with a minimum of 90% of identified information categorized and secured within 12 months
- 5.3. At the AVP level, identify which of the department functions, teams, or positions lack updated Standard Operating Procedures (SOPs) and then establish a dynamic execution plan by the end of 2025



# Campus Safety and Infrastructure

- 1. Increase stakeholder engagement by implementing structured feedback mechanisms and response plans.**
  - 1.1. Partner with other divisions to develop and send a short 'safety and infrastructure survey' to students, faculty, and staff each semester, achieving at least a 50% of student, staff, faculty response rate. Identify and address actionable concerns within 90 days of survey
  - 1.2. Deploy physical notification screens on campus, with a target of installing 10-15 screens in high pedestrian traffic areas, ensuring coverage and effectiveness in communication, by the end of 2025





# Campus Safety and Infrastructure

- 2. Improve awareness of ABA advocacy needs across the campus community, resulting in closing the gap in unfunded requirements**
  - 2.1. Explore alternative forms of funding to support CSU unfunded mandatory requirements by the end of 2025
  - 2.2. Partner with external groups, such as ASI, External Relations department and Community Engagement Center, to increase opportunities for ABA advocacy
  - 2.3. Participate in at least 10 legislative processes, community events, and strategic partnerships throughout each strategic planning year, to actively promote the university's interests and increase visibility in the community and state.



# Campus Safety and Infrastructure

- 3. Improve student, faculty, and staff satisfaction with campus safety and infrastructure within the next 12 months**
  - 3.1. Create customized wellness and/or safety-related CSULearn (or continued education) recommendations based on job families for at least 75% of faculty and staff by the end of 2025
  - 3.2. Measure a 15% increase in staff and faculty satisfaction scores related to safety and infrastructure
  - 3.3. Ensure that all ABA-managed buildings and environments meet cleanliness standards that promote psychological safety for student learning, achieving a 90% satisfaction rate in student surveys regarding cleanliness and safety by the end of each academic year.
  - 3.4. Enhance and maintain the aesthetic appeal of ABA-managed grounds to create a safe physical environment for learning, achieving a 90% satisfaction rate in student surveys on the attractiveness and safety of outdoor spaces by the end of each academic year.



# Campus Safety and Infrastructure

- 4. Upgrade campus building standards to achieve LEED Gold equivalent for all new construction projects by the end of 2026**
  - 4.1. Complete the installation and operational readiness of a stationary BESS (Battery Energy Storage System) by the end of 2026, meeting all specified performance criteria and regulatory requirements.
  - 4.2. Conduct an annual review of sidewalks and active transit safety infrastructure by the end of each fiscal year and prioritize hazardous and heavily trafficked areas for immediate action, dependent on budget.



# Staff Development and Retention

## 1. Improve employee retention rates, year over year

- 1.1. Implement retention strategies during the onboarding phase to improve talent retention, measured by a 15% decrease in turnover rates among new hires within their first year of employment.
- 1.2. Refresh current onboarding process for new employees, by adding more information about ABA department functions, as well as a feedback loop to measure communication effectiveness during the onboarding process.
- 1.3. Modeled after the Accountant I Training Program, create a template for managers and teams to develop a comprehensive functional training program for high-risk positions, by the end of 2025. Develop at least 2 new training programs for at least 2 positions, per year thereafter.
- 1.4. Monitor ABA turnover rates and implement retention strategies, including conducting exit interviews/survey at the manager level or surveys with departing employees, and analyze the data to identify trends and insights for continuous improvement. Aim to conduct exit interviews or surveys with 80% of departing employees each quarter.



# Staff Development and Retention

## 2. Improve quality and participation of professional career development programs within three years

- 2.1. Increase participation in professional development opportunities (e.g., online learning, workshops, certifications) by 25% among staff members who have not previously attended within the next fiscal year.
- 2.2. Implement a tool for employees to create individual development plans, aiming for 25% completion in the first year, and 20% increase each year after, until 90% of all ABA employees have updated and complete IDPs.
- 2.3. Train 100% of managers to conduct professional advancement discussions with their employees annually, as measured by completion of training sessions and follow-up assessments.



# Staff Development and Retention

## 3. Strengthen leadership practices and foster change and innovation

- 3.1. Implement at least two new process improvements per quarter based on generated ideas from Directors to encourage a culture of innovation within the organization
- 3.2. Ensure 100% participation in annual leadership training for managers to enhance consistency, equity, communication, support, and foster diversity and inclusion principles by the end of each year.



# Staff Development and Retention

- 4. Improve the student-employee experience and its impact to University goals**
  - 4.1. 100% of ABA supervisors of student assistants to assign training using existing tools and discuss how to apply what they learned to their work, coursework, and future professional work
  - 4.2. Develop and implement a structured pipeline program to transition at least 20% of student employees from ABA into full-time careers at Sac State within two years, tracking their progression from internships to full-time roles