Business and Financial Affairs  
Division

Initiatives and Major Objectives  
2012 - 2013

Initiative (1): Update business practices to utilize current technology and processes

Objectives:
A. Fully utilize Banner Enterprise Resource Management system to develop best-in-class business practices
   1. Implement Travel and Expense Management module
   2. Implement HR’s Phase 3 of Banner Initiatives:
      a. Additional categories for EPAF use
      b. New Personnel Action Forms
      c. Partner with Budget Office in reviewing position control
   3. Business process analysis (BPA) review of the following:
      a. E-Procurement/E-Suppliers
      b. Loans and collections
   4. Initiate development process for a facility information system that interfaces with Banner and serves the facility needs of the University.
B. Complete update of Communications Center and radio equipment to meet “narrow-banding” Requirements
C. Finalize Comprehensive Emergency Management Plan including training and exercises.
D. Implement electronic platform for hazardous chemical inventories
E. Continue work to enhance Western’s strategic planning through use of enterprise risk management
F. Implement use of Employee Performance Appraisal System for classified staff with union support

Initiative (2): Engage the University Community in planning and implementing changes

Objectives:
A. Develop management reporting tool to enable periodic communication of financial results
B. Develop policies for campus facilities access and land and facility use
C. Respond to issues raised through campus meetings/other feedback
D. Include non-BFA personnel in planning process including feedback loops during implementation
E. Financial authority policy and training.
F. Develop performance metrics/dashboards and customer satisfaction surveys.

Initiative (3): Communicate effectively with the University community

Objectives:
A. Each area to develop communication plan – engaging campus community is how best to communicate with them.
B. Clarity and Transparency of FM financial accounting
C. Refine improvements made on capital project communications
D. Promote a culture of safety across campus – finalize and implement mast EHS communications plan

Revised 11/2/12
**Initiative (4): Meet University goals on diversity and sustainability**

**Objectives:**
A. Develop and implement Investing Operating Cash Funds policy
B. Develop next level of sustainability goals and objectives
C. Further energy conservation
   1. Develop metrics and progress reporting expectations
   2. Implement revolving energy savings account
   3. Complete construction of ESCO contract
D. Expand 10x12 Sustainability campaign
E. Strengthen utility budget management
F. Strengthen support and funding for preservation of facilities and infrastructure
G. Implement BFA Diversity Initiative as part of BFA employee engagement and diversity plan
H. Establish Professional Staff classification/compensation program
I. Review Parking Services finances and organization to provide sufficient, sustainable and accessible parking while balancing those needs with alternative transportation goals
J. Establish Parking and Transportation Capital Planning Committee to:
   1. Review existing parking and transportation system
   2. Measure validity of circulation sections of the IMP
   3. Develop phased implementation plans for meeting the University’s and community’s needs
   4. Create viable pricing models for achieving University’s goals
   5. Give particular attention to south campus and the sequencing of projects

**Initiative (5): Develop and empower BFA teams and staff to achieve best-in-class status**

**Objectives:**
A. Develop engagement and empowerment tools for supervisors and employees
B. Implement in house labor relations function
C. Continue strengthening culture of engagement and encouragement to achieve BFA and University mission
D. Continue and enhance programs for effective employee onboarding, development and wellness, supervisor training, evaluations and organizational development.