

BOWLING GREEN STATE UNIVERSITY
Division of Finance and Administration
University Strategic Planning – Fall/Spring, 2008

Background and Description of Process:

In preparation for the University's strategic planning efforts, and in anticipation of the Chancellor's Ten Year Academic Master Plan, the division of Finance and Administration conducted a planning exercise beginning in early December, 2007.

Unlike the University's strategic planning efforts, the division's exercise was not true strategic planning, per se. Rather, the division chose to focus on developing a series of 18 month operational goals, broken down by department or functional area. The divisional goals submitted to the President, the President's Advisory Committee, and Cabinet represent a compilation or higher level summary of the many departmental and functional area goals developed throughout the division.

Departmental or functional area goals varied widely – depending on the current state of operations within a particular unit. For example, some departmental units are in the midst of significant re-organizational efforts and thus developed goals recognizing the activities and challenges associated with reorganizing positional responsibilities, lines of supervision, and related position descriptions. Conversely, some departments have developed more comprehensive benchmark comparisons of their staffing levels/spend per FTE to 4-5 other IUC schools and a national professional organization/industry standards.

Over the course of the next 18 months (through FY2009), departmental and functional unit goals will continue to be refined and specific plans and other measures of performance developed to assist the division in guiding our activities.

Key External Influences:

As part of our goal setting exercise, the following key external influences were recognized and identified:

1. Changes within the State System of Ohio, new Governor, new Chancellor
2. Likely changes to the state funding model to higher education
3. Changing needs and/or expectations of prospective students and their parents
4. FY08-09 State of Ohio budget bill, i.e., 0% tuition/general fee increases
5. FY08-09 State of Ohio budget bill requiring efficiencies of 1% in FY08 and 3% in FY09

Key Internal Influences:

In addition, the following key internal influences were recognized and identified:

1. The division (as well as the broader University) has/will experience numerous transitions in key positions
2. Recent implementation of FMS module
3. FY08 – Enrollment fluctuation and impact on FY08 operating budget (deficit)
4. Users need for process/procedure redesign (driven by resource constraints, changes in technology, etc.)
5. Continual challenge to “do more with less”

Divisional Goals FY2008-FY2009:

The following summary level divisional goals have been identified for FY08-09:

1. Align University operating budgets and the development and planning process with key academic priorities (as identified through the University’s planning efforts)
2. Align University capital projects and the development and planning process with key academic priorities (as identified through the University’s planning efforts)
3. Develop ten year plan to begin to address significant deferred maintenance issues and begin executing projects starting spring/summer 2008
4. Assess procurement and business functions, processes, and policies. Determine opportunities for value, savings, and efficiencies; optimize activities or leverage volume with partner institutions
5. Expedite 3-4 substantial capital projects (e.g., Wolfe Center, South Tunnel, 4-6 roof replacement projects)

The goals identified here are expected to evolve and change in response to changing priorities or needs that arise from the broader University’s strategic planning efforts throughout the spring of 2008.