

September 8, 2008

To: Tom Fallon

Re: FY2009 Strategic Initiatives

I'm please to submit to you the strategic initiatives for Administration & Finance for fiscal year 2009. The strategic plan is framed around initiatives in the four perspectives of the balanced scorecard:

- customer service - customer focus and customer satisfaction
- financial performance - actions taken to improve the bottom line
- internal processes - activities and processes required in order to provide services
- learning & growth - employee training, mentoring, communication, and team work

All areas in Administration & Finance are support services – we exist solely to support the mission critical work done by others. My objective in placing our initiatives within this framework is to highlight the importance of aligning and balancing activities in each of the four perspectives. It's not all about the bottom line, nor is it solely about pleasing the customer. We can best contribute to student success and faculty and instructor effectiveness by making progress in each of the balanced scorecard.

This plan is premised on excellent performance in some areas and opportunities for improvement in others. Regardless of the starting point, the four perspectives and their corresponding strategic goals and expected outcomes provide focus to our daily efforts and a unifying action plan for the coming year.

#### ***Customer Service***

1: Provide valued services and expertise to our team; our students and business partners; and to the Community College system.

#### ***Financial Performance***

2: Provide and promote responsible stewardship of Federal, State, and student resources.

#### ***Internal Processes***

3: Respond effectively to changing business practices and needs by leveraging technology, streamlining processes, and being creative.

#### ***Learning & Growth***

4: Work collaboratively; be accountable.  
5: Promote the American University & College President's Climate Commitment and a healthy college environment.

**Administration & Finance**

**2009**

Accounting & Finance

NECC Strategic Direction: 2, 3 and 5  
 Achieving the Dream Goal: 4, 5  
 NECC Key Performance Indicator (KPI): 3, 4

**Strategic Initiative - Customer Service**

1. Provide valued services and expertise to the team; our students and business partners; and to the Community College system.

Indicator (the specific)	Baseline	Outcome Measure / Target	Results
Trusted source for accurate management data that informs decision-making and accounting data in compliance with Federal, State, and GAAP regulations.	<p><i>Accurate and on-time data and information</i>; currently Accounting data in Banner lags several weeks; transactions posted to department accounts without explicit authorization. ■</p> <p><i>Availability of clear, concise reports and data analysis to the end user</i>; currently there are limited end user reports. Board reports are too detailed, and yet not comprehensive; budget variance reports require extensive intervention to run property ■</p>	<p>Data and reports available each month by a published deadline. Non- production transactions authorized and approved by designated individuals. ■</p> <p>Revise reports to be appropriate for the audience. Working with IT, develop implementation strategy for Banner self serve finance and bring (at a minimum) the budget variance report into production.</p> <p>Structure and publish a well organized (coherent) chart of accounts.</p> <p>Prepare and publish a policies and procedures manual that will be readily available for College community. ■</p>	

**Strategic directions:** (1) Engage Students as Active Learners; (2) Be the First and Best Resource for the Community; (3) Support Leadership at Every Level; (4) Embrace Diversity; and (5) Strive for Educational Excellence.

**Achieving the Dream goals:** (1) successfully complete developmental courses; (2) enroll in and successfully complete gatekeeper courses; (3) complete the credit hours they enroll in; (4) re-enroll from one semester to the next; and (5) earn certificates and degrees.

**KPIs:** (1) Transition and Developmental Course Completion Rate, (2) Gatekeeper Course Completion Rate, (3) Student Retention, (4) Degrees and Certificates Conferred and (5) Diversity of Faculty & Staff.

**Administration & Finance****2009**

Bursar's Office

NECC Strategic Direction: 2, 3 and 5  
 Achieving the Dream Goal: 4, 5  
 NECC Key Performance Indicator (KPI): 3, 4

**Strategic Initiative - Customer Service**

1. Provide valued services and expertise to the team, to our students and business partners, and to the Community College system.

<b>Indicator (the specific)</b>	<b>Baseline</b>	<b>Outcome Measure / Target</b>	<b>Results</b>
<p>Reliability of student payment information in College's enterprise resource planning application (Banner).</p> <p>Availability of consumer friendly information and services.</p>	<p>Payments posted on-time and accurately; refunds processed within mandated timeframe ■</p> <p>Availability of payment options to students ■</p> <p>Information is well disseminated on NECC website and Bursar Facts flyer; payment options include in- person payment or over the phone ■</p>	<p>Student payments posted same day</p> <p>Deposits processed within 24 hours■</p> <p>2% increase in installment plan registrations over FY08; 10% decrease in bad debt over FY08 (adjusted for enrollment)■</p> <p>Potential for expanded online processing; working with IT, evaluate options and define implementation plan, if needed.</p> <p>Working with Marketing/Communications, expand information on student charges, consistent with federal and state legislator's focus on consumer information and UCAN model ■</p>	

**Administration & Finance****2009**

Facilities &amp; Grounds

NECC Strategic Direction: 2, 3 and 5  
 Achieving the Dream Goal: 4, 5  
 NECC Key Performance Indicator (KPI): 3, 4

**Strategic Initiative - Customer Service**

1. Provide valued services and expertise to the team, to our students and business partners, and to the Community College system.

<b>Indicator (the specific)</b>	<b>Baseline</b>	<b>Outcome Measure / Target</b>	<b>Results</b>
Maintain attractive and comfortable spaces that are conducive to teaching, learning, and collaborating.	Eva Klein/ Sasaki master plan	Renovate first floor library  Prepare multi-year plan for Spurk renovation  System repair and replacement consistent with approved multi-year adaptation & renewal plan ■	
Update and renovate specialized academic spaces, to keep pace with changing requirements.	Eva Klein/ Sasaki master plan; Academic Affairs facility priorities	Complete E252 and E261 lab renovations  Complete New Allied Health & Technology Center program design; procure site ■	
Provide a safe and secure environment, assessable to students, faculty, staff, and visitors.	ADA compliance	Address changes in requirements and Access Committee recommendations, as resources allow	
	New security contract	Integrate security metrics into annual contractor evaluation.	
	There current is no comprehensive, documented threat response plan	Working with Campus Safety Committee, prepare threat response plan for Haverhill campus ■	

**Administration & Finance****2009**

Facility Events

NECC Strategic Direction: 2,3  
 Achieving the Dream Goal: N/A  
 NECC Key Performance Indicator (KPI): N/A

**Strategic Initiative - Customer Service**

1. Provide valued services and expertise to the team, to our students and business partners, and to the Community College system.

<b>Indicator (the specific)</b>	<b>Baseline</b>	<b>Outcome Measure / Target</b>	<b>Results</b>
Be a preferred provider of meeting and conference space for regional profit and non-profit groups.	<i>Accurate and comprehensive data and information available to customers;</i> information is well disseminated on NECC website; flyers provide comprehensive planning information.	Working with IT, continue building out web functionality  Customer survey response (new)	

**Administration & Finance****2009**

Accounting &amp; Finance

NECC Strategic Direction: 2, 3 and 5  
 Achieving the Dream Goal: 4, 5  
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**Strategic Initiative: Financial Performance**

2. Provide and promote responsible stewardship of Federal, State, and student resources.

<b>Indicator (the specific)</b>	<b>Baseline</b>	<b>Outcome Measure / Target</b>	<b>Results</b>
Support a culture where resources are used in a way that best supports student learning.	All acquisitions processed in compliance with Chapter 30B and College procurement policies.	100% compliance ■	
Maintain systems and processes that assure a strong control environment.	Payments to vendors, employees, and students comply with IRS, State finance laws, and college policies.	External audit report with no material findings ■	
Excellence in Financial Reporting.	A current and complete internal Control document, upon which internal processes are based.	Internal Control plan updated annually; team members know the controls and reasons for the controls; no losses ■ Conduct no fewer than four 'lunch and learn' seminars on various topics for our business partners ■	
	Consolidated Annual Financial Report (CAFR) (new)	Submitted for FY08 reporting; target certification with FY09. ■	

**Administration & Finance****2009**

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<b>Indicator (the specific)</b>	<b>Baseline</b>	<b>Outcome Measure / Target</b>	<b>Results</b>
<p>Prudent safeguards against fraud or misappropriation of funds and property; systems and processes that assure a strong control environment</p> <p>Excellence in Financial Reporting.</p>	<p>A current and complete internal control document, upon which internal processes are based.</p> <p>Transactions comply with applicable Federal and State regulations.</p> <p>Consolidated Annual Financial Report (CAFR) (new)</p>	<p>Internal Control plan updated annually; team members know the controls and reasons for the controls; no losses</p> <p>External audit report with no material findings ■</p> <p>Submitted for FY08 reporting; target certification with FY09. ■</p>	

**Administration & Finance****2009**

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<p>Preservation of State capital assets through the development of comprehensive and cost-effective maintenance and management strategies.</p>	<p><i>Maintain facilities (infrastructure and mechanical systems) in good working order; address deferred maintenance issues; Eva Klein/ Sasaki master plan and Board policy on capital A&amp;R expenditures (&gt; 5%)</i></p> <p><i>All acquisitions processed in compliance with Chapter 30B and College procurement policies.</i></p>	<p>Spend no less than 5% of revenue (GAA + student charges) on capital adaptation &amp; renewal projects.</p> <p>Complete projects listed on NECC capital master plan (separate document). ■</p> <p>100% compliance ■</p>	



**Administration & Finance****2009**

Facility Events

NECC Strategic Direction: 2  
Achieving the Dream Goal: N/A  
NECC Key Performance Indicator (KPI): N/A

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Support the College's community engagement and defray fixed facilities costs by bringing public and private entities on campus.	<i>Utilization of conference spaces</i> ; percentage year-over-year	Develop appropriate metric; five percent (5%) increase over FY08 ■	

**Administration & Finance****2009**

Accounting &amp; Finance

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**Strategic Initiative: Internal Processes**

3. Respond effectively to changing business practices and needs by leveraging technology, streamlining processes, and being creative.

<b>Indicator (the specific)</b>	<b>Baseline</b>	<b>Outcome Measure / Target</b>	<b>Results</b>
Efficient business processes.	Minimalize non-value added interventions; accounting personnel performing clerical functions (distributing paper, copying, data entry).	Streamline no less than three major processes ■	
Leverage informative technology investments.	<i>Full use of existing Banner functionality</i> ; Accounting does not have Banner self-service finance; many reports require intervention of MIS.	Working with IT, prepare implementation plan for on-line requisitioning  Working with IT, identify major reports that need to be placed in production  Prepare instruction guide for frequently used Banner financial reports and queries ■	
Manage and develop needed human capital to support business needs.	<i>Responsibility assignments consistent with experience, education and skills</i> ; FY07 Form 30 assignments.	Conceptual understanding of responsibilities; effective cross-training■	
Knowledge of best practices in area of responsibility.	<i>Participation in system work groups</i> ; staff currently does not collaborate with other colleges.	At least three members of the team participates in either a system council, work group (grants, purchasing), or special initiative. ■	

**Administration & Finance****2009**

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<b>Indicator (the specific)</b>	<b>Baseline</b>	<b>Outcome Measure / Target</b>	<b>Results</b>
Manage and develop needed human capital to support business requirements.	<p><i>Responsibility assignments consistent with experience, education and skills; FY07 Form 30 assignments.</i></p> <p><i>Performance metrics; currently no systematic way to measure outcomes as compared to the institutions.</i></p>	<p>Conceptual understanding of responsibilities; effective cross-training ■</p> <p>Working with other colleges, identify at least two performance or outcome metrics (for example: students receipts/personnel costs; bad debt as % total collections). ■</p>	
Participation in system work groups to explore and implement best practices.	Participation in system Bursar's work group.	Continued participation and dialog with other colleges, particularly around best practices that we can use (or share) and standardization of policies. ■	

**Administration & Finance****2009**

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**Strategic Initiative: Learning & Growth**

4. Work collaboratively; be accountable.
5. Promote the American University & College President's Climate Commitment, and a healthy college environment.

<b>Indicator (the specific)</b>	<b>Baseline</b>	<b>Outcome Measure / Target</b>	<b>Results</b>
Support and enhance a climate of trust and open, productive communications.	Personality-based communications and individual focus.	Keep agreements, accept consequences of individual actions and inactions, and understand and accept individual and team roles and responsibilities.	
Improve critical staff skills.	Breathe of technical and professional skills; ability to sythesize data and information. Lack of backup in critical functions.	Every team member will take at least one Comptroller class in their area of responsibility  All critical responsibilities will have back-up coverage.	
Reduce copier and printer usage.	FY08 usage.	25% reduction	

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**Strategic Initiative: Learning & Growth**

- 4. Work collaboratively; be accountable.
- 5. Promote the American University & College President's Climate Commitment, and a healthy college environment.

Indicator (the specific)	Baseline	Outcome Measure / Target	Results
Support seamless and efficient processing of student information and payments.	Effective partner in One-Stop success.	Working with Enrollment Management, ensure staff continue with One-Stop Passport training■	
Reduce paper and copier usage.	FY08 reprographics usage.	5 % reduction as compared to FY08■	

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<b>Indicator (the specific)</b>	<b>Baseline</b>	<b>Outcome Measure / Target</b>	<b>Results</b>
<p>Actively participate in the College's Sustainability Committee</p> <ul style="list-style-type: none"> <li>- Implement Committee recommendations, where prudent given cost and maintenance constraints.</li> </ul> <p>Reduce energy usage through</p> <ul style="list-style-type: none"> <li>- Comprehensive planning of mechanical system and lighting replacements</li> <li>- Balancing heating/cooling schedules to building use patterns.</li> </ul>	<p>See Committee report for FY08 as baseline.</p> <p>The baseline for measuring usage will be consumption, by fuel type, averaged for the past two years.</p>	<p>No less than three completed projects</p> <p>Complete Haverhill campus energy audit; prepare plan implementation for Cabinet review■</p> <p>5% reduction in electricity usage■</p>	



**Administration & Finance****2009**

Facility Events

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