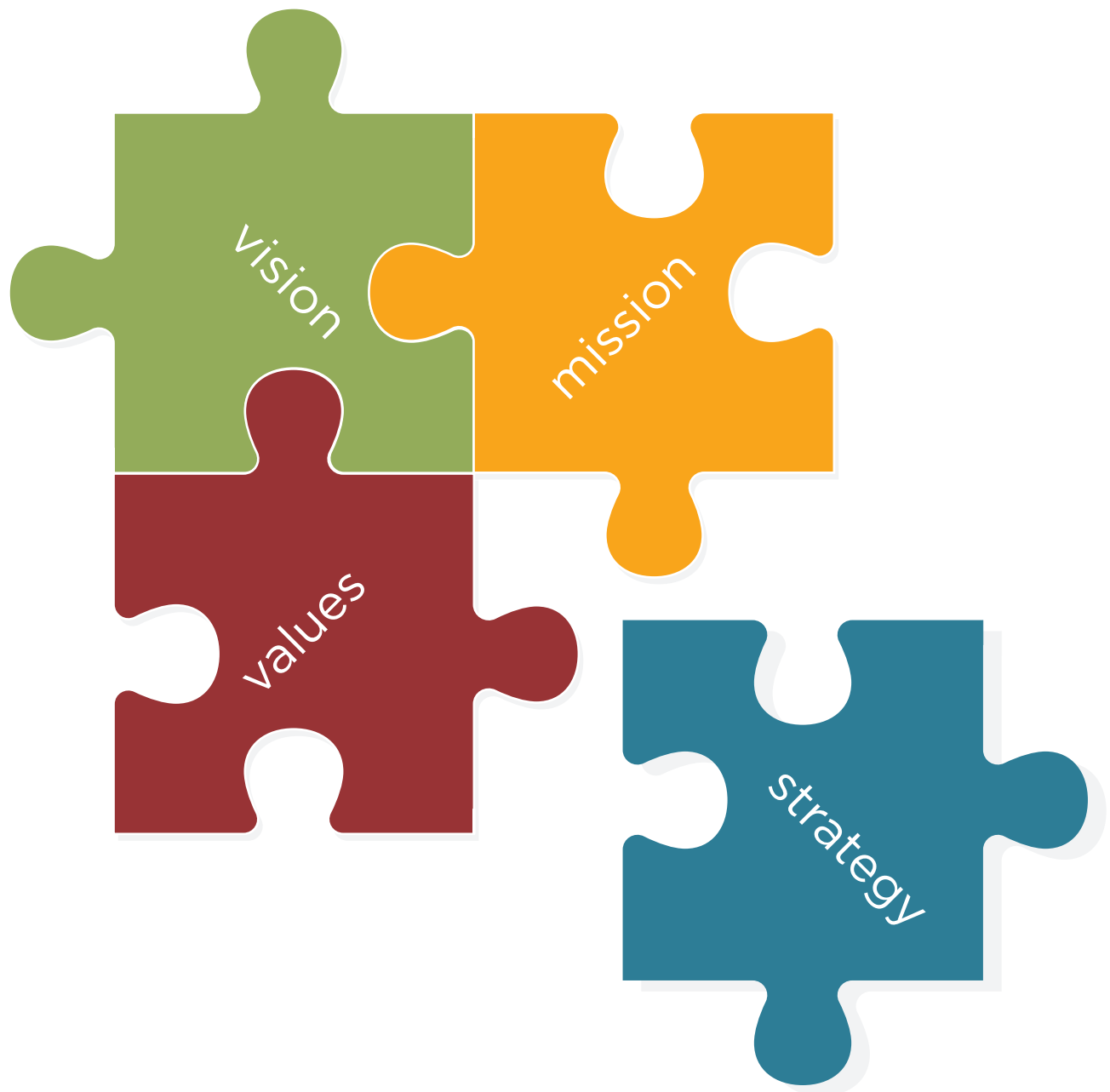


# STRATEGIC PLAN 2018-2020



February 5, 2018

## Executive Summary

In October 2016, James McConnell, Associate Vice President for Facilities Services (FS), joined the University with a vision to transform the way FS conducts business, improve the University's minority and women owned business opportunities on capital projects, embark on infrastructure improvements, and obtain the APPA Award for Excellence. This project provided the framework for a broad stakeholder involvement in the collaborative development of a FS 3-year Strategic Plan.

A facilitated Strategic Plan development framework was utilized to develop the Facilities Services' 3-year Strategic Plan which includes: 5 Strategic Themes (Goals), 16 – Objectives (Outcomes), 51 – Initiatives (Indicators), and 130 Measures (Deliverables). . Each of the 130 Measures has two important factors for success: (1) at least one member of the Facilities Services Senior Leadership Team (SLT) leading the deliverable to ensure success, and (2) a due date.

The Strategic Planning Working Committee provided periodic deliverables to the Steering Committee comprised of the Senior Leadership Team (SLT). This collective effort ultimately led to the development of the Strategic Plan. A broad mix of union and non-union FS staff was assembled into the 18-member Working Committee. Stakeholder groups consulted during this effort included FS staff, clients, and the SLT. The FS client group included eight individuals who engaged in the Strengths/Weaknesses/Opportunity/Threats (SWOT) activity. Many of these individuals were selected because they have decades of experience collaborating with the FS department under several leadership changes. Some of these individuals were chosen because they recently executed service level agreements with Facilities Services. All of these individuals have demonstrated that they are both vocal advocates and critics of the department.

The process to develop the Strategic Plan generated enthusiasm and at times passionate disagreements among various stakeholder groups. During the process, the commitment to open dialogues assured all voices were heard. In the end, the groups rallied around a common commitment to the University's mission. The professionalism of all involved resulted in the comprehensive 3-Year Strategic Plan presented in this report.

## Strategic Plan Development Framework

A successful strategic planning effort requires four components: (1) A visionary leader who makes it a priority to develop a stakeholder and data-based strategic plan; (2) a committed team of competent and engaged professionals who have a firm foundational understanding of the organization's purpose and history; (3) stakeholders and partners willing to provide an honest assessment of current realities; and (4) open minded and innovative professionals and leaders willing to envision an award winning facilities organization. This planning process included all four components.

The core ideology of an organization is made up of its mission statement, vision statement, and values. Validation of the Facilities Services' existing core ideology took place through a survey seeking FS staff input. The survey results were generally favorable for the current mission statement: 34% "love it" and 47% "can get behind" it. The existing vision statement had similar support: 31% "love it" and 47% "can get behind" it. However, 17% of the responses declared that both the mission and vision statements "need to be changed." The Working Committee and the SLT agreed with this assessment and concluded that the vision statement lacked compelling aspiration. The mission statement was believed to be too lengthy. The Working Committee also believed that the department's stakeholders should be broadly defined to incorporate more than "intellectual communities." The existing eleven core values were determined too numerous to remember; so they were distilled to six core values.

Based on the feedback from the various stakeholder groups, the Working Committee developed and vetted with the SLT, the core ideology of Facilities Services (Appendix C).

### **OUR MISSION:**

**Together, We Create And Sustain Environments To Advance The Mission Of Our University**

### **OUR VALUES:**

**Respect | Safety | Responsiveness | Collaboration | Accountability | Quality**

### **OUR VISION:**

**Be A National Leader In Higher Education Facilities Management.**

The Working Committee retained an important component of the previous department mission statement as

### **OUR MOTTO: BUILD AND MAINTAIN EXCELLENCE**