

THE OFFICE OF VICE-PRESIDENT FINANCE & FACILITIES

2009-2012
STRATEGIC PLAN



*To secure, preserve, and enhance
the financial, human, and physical environment
that supports the University of Prince Edward Island
and its students, faculty, and staff in carrying out
their respective missions and in achieving their goals*

THE OFFICE OF VICE-PRESIDENT FINANCE & FACILITIES UNIVERSITY OF PRINCE EDWARD ISLAND 2009-2012 STRATEGIC PLAN

1.0 OVERVIEW

The Office of Vice-President Finance & Facilities has prepared this three-year strategic plan for the fiscal years to end April 30, 2012. The Office of VP Finance & Facilities strategically secures, allocates, and manages the financial, human, and physical resources of the University of Prince Edward Island (UPEI). As such, the VP's strategic direction must reflect that of the overall university and of the current environment in which it operates, as discussed in Section 2.0 of this plan.

The mission, vision, and core values (Sections 3.0 to 5.0) of the Office, along with an overview of the diverse roles and responsibilities (Section 6.0) falling under the leadership of the Vice-President, are also presented in this plan. The Vice-President has identified several strategic goals, related to strategic leadership, campus planning and development, financial stewardship, sustainability, and communications, for the next three years in order to realize its vision. These strategic goals are identified in Section 7.0.

Reporting to the Board of Governors and to the President, the VP's Office carries out its role and responsibilities through careful planning and strong leadership, guidance, and support, with the assistance of staff and Reporting Units, and in collaboration with other members of UPEI's Senior Management Group (SMG), which includes the President, Vice Presidents, Deans, and the University Librarian. Strategic initiatives and priorities are communicated through the VP's Office to Reporting Units, the Board of Governors, SMG, and Senate. The VP Finance & Facilities creates awareness of, and support for, UPEI's activities by interacting with external stakeholders such as government, research institutions, educational institutions and organizations, and the private sector. An overview of the Office's strategic direction, primary functional areas of responsibility, and direct Reporting Units, as well as a visual presentation of the interaction between the Vice-President and internal and external stakeholders of the University are presented in Figure 1.

2.0 THE UNIVERSITY ENVIRONMENT

Stable undergraduate enrolment, an increasing number of international and graduate students, as well as significant campus development, greater emphasis on life-long learning, and continued expansion of research excellence at UPEI are putting additional pressure on existing infrastructure and resources and require careful planning. As well as contributing to the University's targets for enhanced recruitment and retention of students, University efforts must focus on recruiting and retaining highly qualified faculty, staff, and researchers to support anticipated continued campus growth. Greater campus diversity, with increasingly more international, graduate, and adult learners, requires UPEI to provide more diverse support services.

As identified in the President's *UPEI's Strategic Overview to the Board of Governors*, the University must confirm multi-year operating funding with sustainable year-over-year increases for the Main Campus and for the Atlantic Veterinary College. Coupled with these efforts is the need to ensure that expenditure growth does not outpace available resources. Ancillary Services, which falls under the responsibility of the Vice-President's Office and is one of the five primary sources of revenue for UPEI, must continue to meet or exceed revenue targets and growth expectations for the University. The need for sustainable development, operations, and revenue generation at UPEI is becoming increasingly more important to meet the ever-expanding university priorities, especially in today's economy that is faced with much uncertainty in the short and long-term.

The VP's Office, through consultation and collaboration, works with other units and departments to ensure the campus environment is strategically positioned to meet the University's overall goals. The Vice-President recently initiated a consultative process with internal and external stakeholders to better identify priority areas for the campus that fall under the responsibility of the VP's Office. During this consultative process, the following **seven areas of focus** were identified:

- Continued excellence in campus planning and development.
- Enhanced communications with the campus university at large and with external stakeholders.
- Emphasis on strong leadership from the VP's Office and from the leadership team of Reporting Units and greater flexibility to find new innovative ways to deliver services.
- Sustainability of operations for existing and future development.
- Environmental improvements to existing and new facilities across campus.
- Fostering of a 'people' culture that encourages learning and development by faculty and staff.
- Establishment of strategic direction for information technology that will enable UPEI to best meet the ever-changing expectations and needs of faculty, staff, and students.

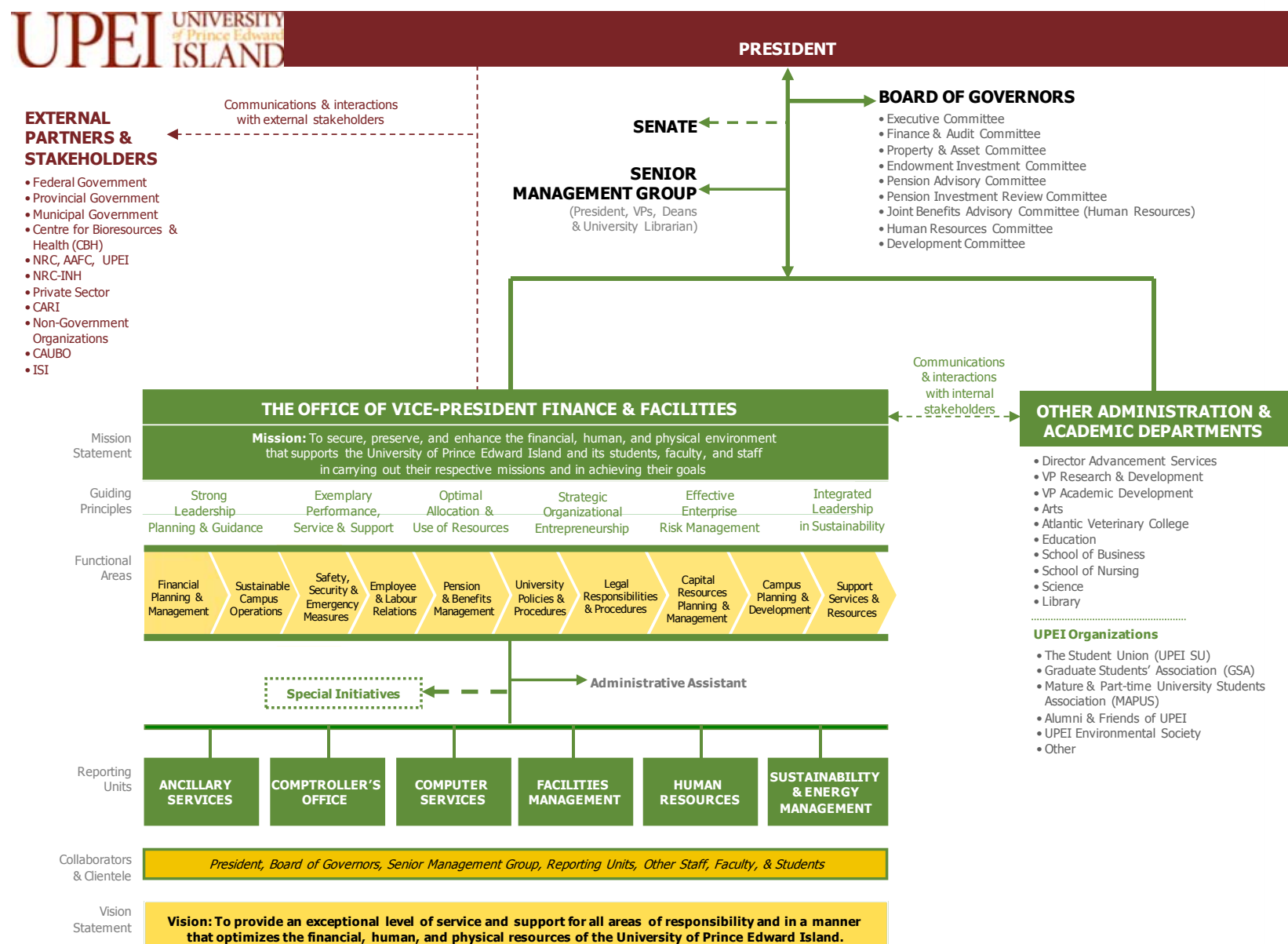
3.0 MISSION

To secure, preserve, and enhance the financial, human, and physical environment that supports the University of Prince Edward Island and its students, faculty, and staff in carrying out their respective missions and in achieving their goals.

4.0 VISION

To provide an exemplary level of service and support in all areas of responsibility and in a manner that optimizes the financial, human, and physical resources of the University of Prince Edward Island.

Figure 1: The Office of Vice-President Finance & Facilities Strategic, Functional, and Organizational Chart



5.0 GUIDING PRINCIPLES

The University of Prince Edward Island strives to create an environment that is focused on **people**, **excellence**, and **impact**. The Office of VP Finance & Facilities and Reporting Units contribute to this vision by embracing **six guiding principles**, which are as follows:

- ✓ **Strong leadership, planning, and guidance**
- ✓ **Exemplary performance, service, and support**
- ✓ **Optimal allocation and use of resources**
- ✓ **Strategic organizational entrepreneurship**
- ✓ **Effective enterprise risk management**
- ✓ **Integrated leadership in sustainability**

5.1 Strong Leadership, Planning, and Guidance

- Strategic guidance provided to the President and UPEI's Senior Management Group.
- Leadership exemplified within Finance & Facilities and across campus.
- Alignment of the Office and Reporting Unit goals with UPEI's strategic direction.
- Employment of best practices and benchmarking results.
- Enhancement of UPEI's reputation through strong representation on regional and national organizations, such as Interuniversity Services Inc. (ISI) and Canadian Association of University Business Officers (CAUBO).

5.2 Exemplary Performance, Service, and Support

- Responsive, accessible, effective, and efficient services provided to on-campus and off-campus stakeholders.
- Innovative solutions for securing and allocating assets on behalf of UPEI and faculty, staff, and students.
- Effective and appropriate communications on campus and with external stakeholders.
- Fostering of a working, learning, living, and playing environment for students, staff, faculty, and visitors that enhances quality of life at UPEI.

5.3 Optimal Allocation and Use of Resources

- Timely, informed, responsible, and creative decision making that optimizes the allocation and use of the University's financial, human, and physical resources.
- Engagement in sound financial management practices required to operate efficiently and effectively and to address current and future challenges related to revenues, expenses, and new priorities.
- Operation, maintenance, and development of the campus and infrastructure in a sustainable manner that is consistent with the UPEI Campus Master Plan and preservation of the University lands.
- Development and maintenance of an employment environment that attracts and retains a highly qualified, effective, and diverse workforce.

- Efficient and effective use of information technology to support administrative and academic missions.

5.4 Strategic Organizational Entrepreneurship

- Promotion of an entrepreneurial culture that optimizes revenue generation of UPEI branded business and ancillary services and that ensures consistent and equitable pricing policies for UPEI services offered to on-campus and off-campus clients.
- Plans and actions reflect a long-term vision for UPEI and pertinent and timely information is communicated effectively and appropriately to internal and external stakeholders.
- Fostering of an innovative, open environment that continues to develop linkages and build relationships with internal and external stakeholders.
- Recognition and promotion of UPEI's role in supporting the Province's economic well-being and prosperity.

5.5 Effective Enterprise Risk Management

- A uniform approach to risk identification, measurement, and treatment employed throughout the University.
- Responsible risk taking and appropriate management of risk within all administrative areas.
- Accountability and appropriate transparency of activities, information, and reports communicated to campus and off-campus communities.

5.6 Integrated Leadership in Sustainability

- A culture of sustainability established within UPEI administrative and operational areas.
- Collaboration with key stakeholders, such as the Director of Environmental Studies and students, in support of on-campus sustainability initiatives.
- Work towards the establishment of a reputation for UPEI as a leader in environmental stewardship within the province and regional and national post secondary educational sectors.

6.0 FUNCTIONAL AREAS

Overall the role of the Office of the Vice-President of Finance & Facilities is to provide the leadership and guidance to create and maintain an environment that supports the University and its students, faculty, and staff in carrying out their respective missions and in achieving their goals. The VP's Office realizes this mission through the leadership and services provided by staff and six Reporting Units: *Ancillary Services; Comptroller's Office; Computer Services; Facilities Management; Human Resources; and Sustainability & Energy Management.*

The primary roles and responsibilities of the Office of VP Finance & Facilities have been summarized as **ten functional areas** that directly impact, and require close collaboration with, other UPEI administrative and academic departments.

6.1 Financial Planning and Management

Through the Office of VP Finance & Facilities, UPEI produces long-range financial planning guidelines and projections. The Office is responsible for supporting the annual budget-making process developed based on departmental needs and university priorities, and for preparing UPEI's annual Budget Report. Transparency of the budgetary process and reports is essential.

6.2 Sustainable Campus Operations

The VP's Office is responsible for ensuring ongoing financial sustainability and development of the campus in a manner that is sustainable and consistent with the guiding principles outlined in the Campus Master Plan. Ongoing financial and physical maintenance and management of campus facilities, infrastructure, and capacity are essential for the long-term sustainability of UPEI's resources and for enhancing the day-to-day experience of faculty, staff, and students. The campus seeks to promote an ever-increasing sense of community and cooperation for today and in the future.

6.3 Safety, Security, and Emergency Measures

The Office of VP Finance & Facilities is responsible for developing and implementing safety, security, and emergency measures that help to ensure a secure and supportive environment for the University's financial, human, and physical resources. These measures help to ensure the highest quality environment for working, living, learning, and playing at UPEI.

6.4 Employee and Labour Relations

The Office of VP Finance & Facilities is responsible for attracting and retaining qualified and motivated employees to support university excellence and to ensure that UPEI operates efficiently and provides a satisfying employment experience for faculty, staff, and students. Overall management of employee and labour relations includes among other areas, ensuring fair and equitable hiring practices and negotiating and managing collective agreements.

6.5 Pension and Benefits Management

The Office of VP Finance & Facilities is responsible for overall administration of the University's pension and benefit plans. These plans are integral for the recruitment and retention of highly qualified employees. The Office must manage the significant cost component of these plans and ensure that the plans offer the stability and sustainability required by both active and retired employees.

6.6 University Policies and Procedures

The VP's Office, Finance & Facilities, is responsible for developing, maintaining, and enforcing university policies and procedures (e.g., privacy of information, occupational health and safety), often in collaboration with other members of the Senior Management Group. All policies must be relevant, up-to-date, easily accessible, and effectively administered and communicated.

6.7 Legal Responsibilities and Procedures

The Office of VP Finance & Facilities proactively manages UPEI's legal obligations and liabilities by taking preventative measures and ensuring proper procedures and processes, such as incident reports and investigative forms, are disseminated throughout, and followed consistently within, UPEI. A formal contract administrative process is also followed consistently on behalf of UPEI as part of these preventative procedures. The VP's Office is responsible for the development, administration, and communication of university policies related to these matters.

6.8 Campus Planning and Development

The Office of VP Finance & Facilities brings leadership to the use and management of the University lands, both on-campus and off-campus. Land management and preservation for the future is essential to UPEI. The UPEI Campus Master Plan acts as a guide for the evolution and long-term growth of the campus, and was developed based on strategic input from various stakeholders. Any new development must follow the guiding principles outlined in this plan, enhance facilities, infrastructure, capacity, and aesthetics on behalf of the University, strengthen UPEI's physical and virtual linkages with the community, and link to UPEI's core mission.

6.9 Capital Resources Planning and Management

The VP's Office provides leadership, guidance, and support for the long-term planning and implementation of financial and physical resources, and for maintaining strong communications and ongoing relations with internal and external stakeholders in support of these plans. UPEI must continue to innovatively secure finances for capital asset purchases and expansions.

6.10 Support Services and Resources

The Office of VP Finance & Facilities is responsible for a broad range of support services and operations that are essential to the University. These services and resources range from residence, food, and conference services and information technology support services, to space allocation and parking accessibility, to onsite day care and wellness facilities.

Special Initiatives:

The Office of Vice-President Finance & Facilities is responsible for special initiatives identified by the Board of Governors, President, and/or Senior Management Group. Current examples include: (1) overall coordination of Canada Games, which involves dealing with internal and external stakeholders, (2) overall leadership of 2009 to 2011 campus-wide UPEI Budget Development Task Force, and (3) overall leadership of the development, implementation, and communication of a critical review of space allocations and direction.

7.0 STRATEGIC GOALS

With a long-term vision of providing exceptional service and support in a manner that optimizes UPEI's financial, human, and physical resources, the Office of VP Finance & Facilities has identified **five strategic goals** for the next three years. These goals and the strategies identified for each goal are presented below.

- ⇒ **Goal #1: Strategic Leadership**
- ⇒ **Goal #2: Campus Planning and Development**
- ⇒ **Goal #3: Financial Stewardship**
- ⇒ **Goal #4: Sustainability Leadership**
- ⇒ **Goal #5: Integrated Communications**

Goal #1: Strategic Leadership

To establish and nurture a culture of strategic planning and ongoing review that ensures all Reporting Units and individuals are accountable,

To create and foster a service delivery culture with a strong customer focus and processes that are efficient, effective, and innovative, and

To provide an environment that is supportive of professional development and wellness at UPEI.

Strategies

The following strategies will contribute towards the goal of the VP's Office to provide strategic leadership.

- 1) Implement the multi-year strategic planning and review framework, as developed by the VP's Office and Directors, and ensure the four key phases (see Figure 2) - strategic plan development, mid-year review, development of annual operations report, and annual success planning and review - are incorporated into the culture of the VP's Office and Reporting Units and that the leadership team is accountable for the deliverables and timelines identified in their respective plans.
- 2) Provide direct guidance and support to the leadership team of Computer Services over the next 18 months, as they develop a new direction and strategy for the Department that is reflective of a comprehensive vision for IT at UPEI.
- 3) In collaboration with the other VPs, oversee the continued development of a professional leadership program for UPEI directors and managers that is delivered over the next 18 months.
- 4) Identify and facilitate professional development opportunities (e.g., annual retreat, short courses), incorporated into an annual calendar of events, for administrative staff at UPEI.
- 5) Negotiate and manage collective bargaining agreements within the anticipated budget constraints for the next three fiscal years.
- 6) Hold an annual staff recognition event for Finance & Facilities.

Goal #2: Campus Planning and Development

To operate, maintain, and develop the university campus and infrastructure in a sustainable manner that is consistent with the Campus Master Plan and evolving university priorities.

Strategies

The following strategies will contribute towards the VP Office's goal for campus planning and development at UPEI.

- 1) Develop a capital asset management plan including deferred maintenance and infrastructure renewal for the University that is adopted by December 31, 2009 and maintained on an ongoing basis.
- 2) Develop and present an updated capital budget for the 2009/2010 fiscal year that captures university requirements for the next five years.
- 3) Provide an annual update on campus development and planning to faculty and staff by the end of December of each year.

Goal #3: Financial Stewardship

To structure and strategically manage the University's budget to meet current and anticipated financial challenges related to revenue, expenditures, and new priorities.

Strategies

The following strategies will contribute towards the VP Office's goal for financial stewardship at UPEI.

- 1) Secure infrastructure funding (e.g., Knowledge Infrastructure Program and Build Canada Fund) within the time frames outlined by each respective program that meets the University's priorities and manage approved projects through to completion as per the program/funding partner requirements.
- 2) Lead the Budget Development Task Force with a primary goal of identifying \$1.5 million in operational savings and new resources by August 2010.
- 3) Meet with faculties and administrative departments in the fall of each year to present fiscal budgetary overview and to guide the development of the annual budgetary process.
- 4) Develop and obtain approval from the Board of Governors for 2009/2010 annual operations budget that incorporates strategies identified through the Budget Development Task Force initiative as well as projections for fiscal year 2011/2012.
- 5) Develop and deliver annual communications on university financial status (e.g., annual budgetary process, key financial issues, the Budgetary Development Task Force, capital investments, and endowments) that appropriately and effectively reach the intended audience.
- 6) Introduce a university policy that governs space utilization and external rental guidelines by the end of September 2009.

- 7) Lead Ancillary Services in achieving the goals of increasing revenues from Residence, Food, and Conference Services to \$7 million annually and of achieving breakeven status by 2012/2013, as identified in the UPEI President's 2008 *Strategic Overview to the Board of Governors*.

Goal #4: Sustainability Leadership

To develop and integrate a sustainability framework and culture within all administrative and operational areas of the University; thereby ensuring UPEI is recognized as a leader in environmental stewardship within the province and the national post-secondary educational sector.

Strategies

The following strategies will contribute towards the goal of the VP's Office of Finance & Facilities to provide leadership in sustainability on behalf of UPEI.

- 1) Receive approval from the UPEI Board of Governors on a sustainability policy and establish a sustainability steering committee by the fall of 2009.
- 2) Guide the development of a comprehensive strategic sustainability plan for UPEI, in collaboration with the Manager of Sustainability and Energy Management and the Sustainability Steering Committee, by the spring of 2010.
- 3) Initiate ongoing promotions of UPEI's sustainability efforts on regional and national levels in the post-secondary education environment through ISI and CAUBO.
- 4) Ensure UPEI's sustainability efforts are effectively communicated both internally and externally to the University.

Goal #5: Integrated Communications

To communicate, in an effective manner, pertinent and timely information related to financial, human, and physical resources to all appropriate internal and external university stakeholders.

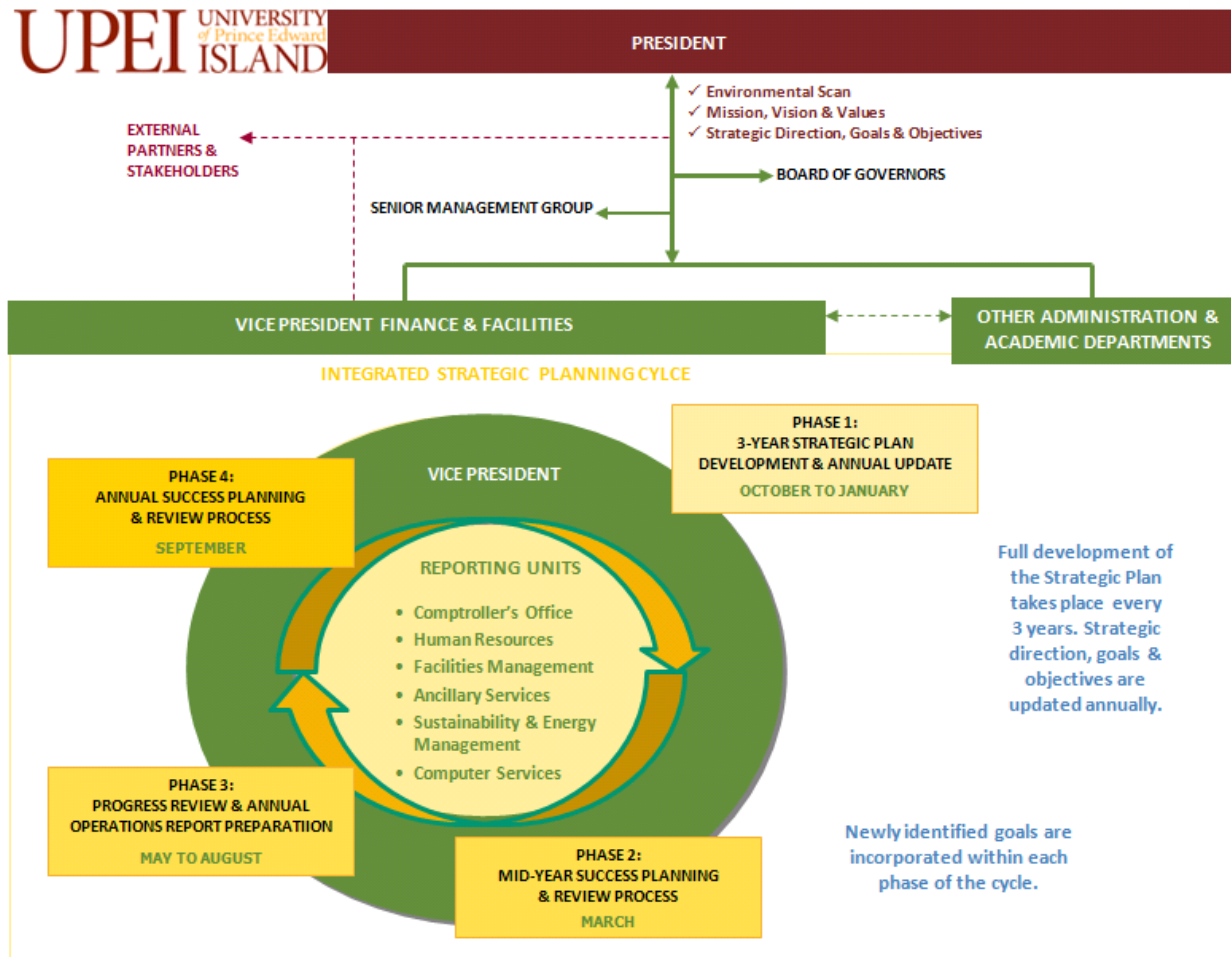
Strategies

The following strategies will contribute towards the goal of the Office of the VP Finance & Facilities for integrated communications with internal and external stakeholders.

- 1) Launch a website, which is easy to use, provides valuable and relevant information, and is updated regularly, for Vice-President Finance & Facilities by August 31, 2009.
- 2) Develop an Annual Operations Report by August 31st of each year for presentation to the President, Senior Management Group, and Board of Governors and for communicating to the university community at large.
- 3) Implement an ongoing communication process with the City of Charlottetown, which encompasses capital development projects, operational issues, and opportunities for joint initiatives, by August 31, 2009.

Figure 2: Four-Phased Annual Strategic Planning and Review Framework

The Vice-President Finance & Facilities and the Directors of the Reporting Units developed a four-phased annual strategic planning and review framework in the fall of 2008, which is presented below.



The annual cycle begins with the development of a three-year strategic plan for each Reporting Unit and for the VP's Office to be completed between October and January. The second phase is a mid-year success planning and review process when new and updated goals are discussed and reviewed on a preliminary basis. The third phase is a review of the progress of each Reporting Unit and of the VP's Office which is incorporated into the Annual Operations Report, to be finalized by August of each year. The fourth and final stage of the annual cycle is the Annual Success Planning and Review Process, which involves reviewing individual progress towards Reporting Unit and Office goals as well as a discussion on future goals in preparation for the annual updates to the strategic plan, or phase 1 of the cycle, which begins again in October. The three-year strategic plan is updated each year to reflect the current environment and university priorities and is renewed every three years.