STRATEGIC PLAN
FISCAL YEARS 2017—2019

Ensuring success every day!

DIVISION OF FINANCE & ADMINISTRATION
The Division of Finance and Administration (DFA) strives to act as an innovative partner, delivering excellent service to the Oregon State University community. Our primary responsibility is to ensure the fiscal and administrative health of the university, and our priority is the success of everyone learning and working at or with OSU.

Our strategic plan focuses on three core purposes—Service, Safety and Health, and Stewardship—that guide us in advancing the goals of Oregon State University’s Strategic Plan:

- Provide a transformative educational experience for all learners.
- Demonstrate leadership in research, scholarship and creativity while enhancing preeminence in the three signature areas of distinction.
- Strengthen impact and reach throughout Oregon and beyond.

Building on this foundation, the DFA has created specific strategies and objectives that focus on achieving results and outcomes while honoring the talents and perspectives individuals bring to the university. We promote the overall success of Oregon State, provide safe environments that encourage the health and wellness of people, and ensure that OSU’s resources are used effectively.

The DFA is responsible for identifying meaningful metrics, quantifying targets, and implementing plans to successfully meet them. This strategic plan is our roadmap to continuing success.
ABOUT US

Our Vision

Innovating for a 21st century land-grant university.

Our Mission

The Division of Finance and Administration provides leadership, innovative services, creative solutions, and integrated systems enabling the university mission through collaborative stewardship of human and financial resources within an environment of transparency and exemplary service.

Our Values and Ethos

The people of the DFA strive to embody the university’s core values of accountability, diversity, integrity, respect, and social responsibility by:

Empowering Others

We help students, faculty, staff, and other stakeholders attain success. We support our employees in delivering excellent, effective and innovative service by providing training and resources, and placing decision-making authority at appropriate levels. We are individually accountable for our actions, results and behaviors.

Encouraging Openness and Transparency

We are collaborative as we work with the diverse communities within and across units and divisions. We strive to provide clear and effective communication. We focus on teamwork, and continuously work toward improving current processes and policies in service to our customers and other stakeholders.
OUR ETHOS

The Division’s leadership team formally adopted and is committed to the Provost Council’s Ethos for building and maintaining a community in which all members are committed to the growth, development and well-being of every other member. To achieve the community to which we aspire, each individual commits to:

- Accept responsibility for the well-being, equitable treatment, and success of each person;
- Act ethically;
- Continually strive to acquire the knowledge, skills and self-awareness needed to be responsible members and leaders of our community;
- Establish relationships of trust and honesty where the integrity of each person is respected;
- Honor the worth of everyone, including their rights to self-determination, privacy, and confidentiality;
- Respect each person’s identity and strive to eliminate the effects of socialized biases;
- Treat each other with courtesy, openness, understanding, and forgiveness;
- Use our recognition of power and privilege to actively address issues of equity and inclusion;
- Value personal integrity and self-improvement as a pathway to recognizing the worth of each person.
Firmly rooted in the University’s Strategic Plan and guided by our shared values, the Division aspires to be world-class in integrated planning and providing services. We will implement “highly efficient administrative processes to enhance the quality of service and improve productivity” (OSU Strategic Plan, 3.0). We will support the goals of the Student Success Initiative. We will benchmark best practices and continuously improve in all that we do.

The Division is responsive to the short- and long-term needs of the OSU Community. Our work is organized around three primary goal areas:

- **Service**

  To provide the highest levels of service in order to promote the success of OSU students, our colleagues in the OSU community, and the public using the best available tools, technologies and practices.

- **Safety and Health**

  To provide a safe environment that protects and encourages improvements in the health and wellness of all aspects of the OSU community.

- **Stewardship**

  To ensure that all human, financial, physical, environmental, and animal resources entrusted to the university are deployed in an effective, efficient, transparent, and socially responsible manner.
GUIDING PRINCIPLES

- Enhance diversity and support student and employee success.
- Utilize the best technological solutions to enable and support all goals and objectives.
- Build an environment that encourages inclusivity and collaboration across the university.
- Promote a culture of respect, collegiality and dialogue in working relationships.
- Support holistic personal and professional development for all.

These overarching necessities transcend specific goals and strategies. We use them to develop our plans and guide our actions.
GOAL 1: Service

Provide the highest levels of service in order to promote the success of OSU students, our colleagues in the OSU community, and the public using the best available tools, technologies and practices.

- Develop, communicate and implement clear, consistent and customer-focused policies, processes and programs that focus on enabling and supporting student, faculty, and staff success.
- Create a culture of service excellence that enables the success of the OSU community every day.
- Create a diverse and inclusive environment that fosters success throughout the OSU community.

GOAL 2: Safety and Health

Provide a safe environment that protects and encourages improvements in the health and wellness of all aspects of the OSU community.

- Ensure our physical spaces and environments are safe and accessible for everyone.
- Provide opportunities for people to enhance health, well-being, personal growth and professional development.

GOAL 3: Stewardship

To ensure that all human, financial, physical, environmental, and animal resources entrusted to the university are deployed in an effective, efficient, transparent, and socially responsible manner.

- Advance financial, social, and environmental responsibility at all levels throughout the OSU community.
- Create and implement shared and integrated systems and resources.
- Create a culture of innovation that supports efficiency, effectiveness and transformational ideas for doing business.
DFA INITIATIVES FOR 2017–2019

 INITIATIVE 1: Diversity & Respect

Create a culture that respects and values the unique contributions of individuals, adding to the richness of the community. Offer staff educational opportunities that help them identify specific techniques to increase inclusiveness, to become a community of fully-engaged, collaborative, and effective problem-solvers.

Specific Outcomes:
- Provide a structural framework for employee responsibilities regarding diversity and inclusion.
- Increase awareness, provide training, and reinforce the importance, of equity and inclusion for all.

 INITIATIVE 2: Clear Policies, Efficient Processes

Create transparent, efficient, compliant and responsive policies, procedures and processes. Integrate information systems and platforms to modernize how we conduct business at Oregon State. Develop a review cycle for policies to ensure they are effective for the needs of the community.

Specific Outcomes:
- Integrate information systems and platforms.
- Develop a framework for systematic policy review and revisions at the DFA level.
- Create a culture of continuous process improvement and a framework for assessing processes.
INITIATIVE 3: Safety and Readiness

Protect the safety of people in the Oregon State community by preventing and preparing for emergency situations. Ensure the safety of researchers through lab safety training and collaborative compliance measures. Create a communication architecture that allows for efficient emergency response and business continuity planning.

Specific Outcomes:

- Meet compliance standards for lab safety requirements.
- Provide for campus readiness and business continuity during emergency events.

INITIATIVE 4: Long Range Planning

Support the achievement of Oregon State’s mission and goals by building an integrated planning and budgeting system that engages the university community. Incorporate information from planning activities throughout all levels of the university. Align planning across academic and administrative functions, as well as across various fund sources.

Specific Outcomes:

- Create clarity around integrated planning; provide access to existing plans and materials for university-level visibility.
- Develop university-wide knowledge about timelines and planning cycles, define roles, and create a single point of information for guidance.
- Define essential data for units; provide reports and materials with that data; monitor data usage and trends, and make existing planning materials available at all levels.
INITIATIVE 5: Critical Training and Development

Develop an efficient and effective way to deliver and track critical and mandatory training for all employees. Identify pathways and support for continued professional growth and career development.

Specific Outcomes:
- Determine critical training needs and prioritize delivery of information.
- Establish a committee to review whether and how to implement a university-wide learning management system.
- Identify and prioritize professional development strategies.

INITIATIVE 6: Supportive Infrastructure

Build and maintain physical infrastructures that respond to the needs of the Oregon State Community. Identify and prioritize the best ways to utilize limited resources to preserve the university for future generations.

Specific Outcome:
Develop a long-range plan for capital development and building renewal that reflects university operations and funding, together with the needs of the community.
DFA: World Class
Integrated planning services implementation