



## Finance and Management Division

Strategic Plan 2016 – 2021

### **MISSION**

The Finance and Management division supports Buffalo State's mission of promoting excellence in teaching, research, service, scholarship, creative activity, and cultural enrichment.

We accomplish this by providing quality services and guidance to the campus community, employing professional integrity and making effective and efficient use of resources. Finance and Management partners with colleagues to promote compliance and informed decision-making campus-wide, and provide a nurturing and safe environment for working and learning. We are responsible for leadership and management of business, financial and sponsored program operations; human resources; facilities planning and operations; and campus safety and security.

### **VISION**

The Finance and Management division will provide innovative services and expert guidance to the campus community in support of the Buffalo State mission and strategic goals. With a reputation for excellence and integrity, our team will consistently exceed expectations for high-quality service, responsiveness, and collaboration.

### **INTRODUCTION**

This 2016-2021 strategic plan of the Finance and Management division at Buffalo State supports and operationalizes the [2016-2021 college strategic plan](#) that was finalized in October 2016. Consistent with the college planning process, this divisional plan promotes collaboration and transparency, and supports Buffalo State's overarching objectives to:

- Educate students through rigorous and engaging academic programs;
- Create an engaged campus community that fosters civic responsibility;
- Enhance institutional effectiveness; and
- Provide appropriate facilities and resources to support all activities.

To achieve these objectives, the Finance and Management division has established the following four goals which support the implementation of the Buffalo State strategic plan.

## **FINANCE AND MANAGEMENT GOALS FOR 2016-2021**

### **Goal 1: Maintain a Current and Relevant Master Plan to Guide Facilities Initiatives**

High-quality campus facilities correlate to higher levels of student recruitment and retention. The Finance and Management division strives to create a safe, welcoming and attractive campus environment that nurtures learning and supports student success.

The Facilities Master Plan identifies needed site and facility investments for the campus and provides a “road map” for decisions about campus investments that support Buffalo State’s mission, strategic goals and objectives for student success.

Focus Area 1: Incorporate the college strategic plan and priorities into the Facilities Master Plan.

Focus Area 2: Update the Facilities Master Plan continuously to reflect current priorities, funding, and critical maintenance needs.

Focus Area 3: Incorporate all facilities projects, including residence halls projects from the Housing Master Plan.

Focus Area 4: Expand the focus of the plan to address safety and security, campus beautification, and sustainability.

Focus Area 5: Enhance the strategic management of campus space through policy, systems, and monitoring.

Focus Area 6: Address off-campus space that is, or may be, usable by the campus (StartUp NY, Richardson Olmsted Complex, Office of Mental Health, private developers, etc.).

Focus Area 7: Conduct a transparent planning process and provide project implementation details to the campus community.

### **Goal 2: Establish a Budget Process to Help Ensure Campus Financial Stability**

The Finance and Management division is committed to strategic use of financial resources, funding for mission-driven programs and services, and transparency in fiscal matters. To support these aims we will advance all-funds budgeting and enhanced financial reporting systems that allow for concise analysis and strategic decision-making.

Focus Area 1: Incorporate the college strategic plan and priorities into the budget process.

Focus Area 2: Incorporate all campus funding sources.

Focus Area 3: Identify and implement best practices in budget management across campus.

Focus Area 4: Include the development of enhanced financial reporting systems to support the budget process and day-to-day budget management.

Focus Area 5: Provide training in budget management and supporting systems.

Focus Area 6: Conduct a transparent process and include opportunities for feedback and input.

### **Goal 3: Create Efficient and Effective Business Processes on Campus**

Optimizing business processes will help Buffalo State to create efficiencies, minimize costs and errors, enhance accountability and target resources strategically. Finance and Management will streamline and automate processes to help achieve these goals.

Focus Area 1: Streamline processes to minimize the administrative burden on administrators, faculty and staff.

Focus Area 2: Automate where possible to minimize paper-based processes.

Focus Area 3: Minimize the campus cost incurred to provide administrative services.

Focus Area 4: Concentrate business operations on providing strategic support to the campus and minimize transactional processing activities.

### **Goal 4: Create an Environment of Campus Risk Management**

Risk management is a shared responsibility across the Buffalo State campus. All employees can minimize risk by protecting campus assets and the excellent reputation of our institution. Finance and Management will guide this process by managing internal controls, compliance, audit activities, and policy development.

Focus Area 1: Expand and enhance campus policies to guide activities.

Focus Area 2: Reevaluate the extent and delivery of audit activities.

Focus Area 3: Enhance the campus internal control and compliance activities, and evolve to an enterprise risk management program.