

STRATEGIC PLAN – ADMINISTRATION AND FINANCE

UNIT OVERVIEW

The Office of the Vice President for Administration and Finance provides strategic leadership and oversees the operational infrastructure of the university. Our team includes departments and functions dedicated to managing the essential operations that support K-State's mission, which include:

- **Budget and Planning**
 - Administration & Finance Strategic Planning
 - Annual Budget
 - Financial Strategy
- **Facilities**
 - Custodial Services
 - Facilities Maintenance
 - Landscape Services
 - Mail Services
 - Motor Pool/Garage
 - Parking Services
 - Physical Utilities
 - Planning, Design & Construction
 - Refuse & Recycling
 - Space Management
 - University Storeroom
- **Financial Services**
 - Administrative Support Center – Accounting/Budget
 - Cashiers & Student Accounts
 - Financial Reporting
 - Fund Balancing
 - General Accounting
 - Payroll
 - Purchasing & Contract Services
 - ERP Systems - Finance
- **Human Resources**
 - Administrative Support Center – HR
 - Benefits Administration
 - Compensation & Organizational Effectiveness
 - Employee Relations & Engagement
 - ERP Systems – HR
 - Faculty & Staff Wellbeing
 - Resource Center & Operations
 - Talent Acquisition
 - Talent and Organizational Development
 - Time and Leave
- **Information Technology**
 - Academic & Research IT

- Administrative IT
- Enterprise Technologies
- Information Security
- Infrastructure & Operations
- IT Project Management
- Student Technology
- **Risk & Safety**
 - Conflict of Interest
 - Emergency Management
 - Environmental Health & Safety
 - K-State Police Department
 - Risk & Compliance
 - Physical Security and Access Control

PLANNING PROCESS

Over the course of six months, this plan was developed through a collaborative process involving all units reporting to the Office of the Vice President for Administration and Finance. Our work began in Fall 2024 with a comprehensive review of K-State college and other major unit plans to identify opportunities for alignment, support, and innovation in advancing each college and major unit's goals. From there, we implemented a structured process to create our plan, which included the following steps:

1. The Administration and Finance (VPAF) leadership team reviewed the planning process, established a strategic planning committee, and identified initial themes for exploration.

VPAF Leadership:

- *Ethan Erickson*, vice president, administration and finance
- *Thomas Bunton*, chief information officer and associate vice president, division of IT
- *Brandon Chance*, associate vice president, safety and risk management
- *Tara Fronce*, executive assistant, administration and finance
- *Casey Lauer*, associate vice president, physical infrastructure
- *Shanna Legleiter*, chief HR officer, human resources
- *Fran Willbrant*, associate vice president, division of financial services
- *Becca Zecha*, associate vice president, financial and strategic planning

Strategic Planning Committee:

- *Kim LeCompte*, assistant vice president, talent strategy and engagement
- *Sydney Rasmussen*, director financial planning
- *Chris Salmon*, assistant vice president, physical infrastructure
- *Marisa Stahl*, director cashiers and student accounts
- *Bud Tillman*, assistant vice president/deputy CIO for enterprise systems
- *Joe Whitlock*, executive director, environmental health and safety
- *Becca Zecha*, associate vice president, financial and strategic planning

2. The Strategic Planning Committee created the following process for plan development:
 - *Comprehensive Review*: The Planning Committee synthesized strategic plans from the university, colleges, major units, the strategic enrollment plan, and the campus master plan to ensure alignment and integration.

- *Theme Development:* Key themes were identified and documented to guide facilitated discussions.
- *Facilitated Discussions:* Four thematic discussions were held with unit and campus participants to explore each theme in depth.
- *Draft Strategy Formation:* Initial goals, strategies, and outcomes were developed for each major theme based on insights from the discussions.
- *Leadership Feedback:* Feedback was gathered from the VPAF leadership team to refine the draft strategies.
- *Extended Leadership Engagement:* A facilitated discussion with the extended VPAF leadership team was held in January to gather additional insights, ensure alignment, and foster a sense of ownership among department leaders and their teams.
- *Finalization and Review:* The strategic plan was finalized after additional facilitated discussions and university-level review. The finalized draft serves as a guide focused conversations at the VPAF leadership retreat, ensuring alignment and integration into performance management goals.

MISSION

We collaboratively lead, guide, and serve the university community across all operations, driving innovative solutions to optimize physical, digital, financial, safety, and human resources.

VISION

We lead through operational excellence to advance the university's mission and vision of becoming the next-generation land-grant university.

UNIVERSITY VALUES

CONNECTION	We are stronger together — cultivating trust and building relationships to connect our K-State community with our state, nation and world.
COURAGE	We lead with bold conviction — rising to the moment, even when the course is uncharted, to deliver the greatest good for areas of greatest need.
IMPACT	We listen, adapt and challenge the status quo – leading change through learning and discovery that transforms lives and creates shared prosperity for all.
LEARNER-FOCUSED	We welcome all who seek to learn and grow — providing an accessible, inclusive and exceptional experience that helps all achieve their potential.
PEOPLE-CENTERED	We are everything because of our people — supporting, valuing and inspiring our entire K-State community and championing a culture of belonging for all.
STEWARDSHIP	We are committed to our future – using our resources responsibly to leave a positive, lasting legacy.

INTRODUCTION

The Administration and Finance unit at K-State is integral to the university's operations, providing the infrastructure, systems, and resources needed to support the bold vision of becoming a next-generation land-grant institution.

As critical enablers of the university's mission, we are committed to streamlining, modernizing, securing, and integrating essential infrastructure, business processes, and policies. By promoting efficiency, effectiveness, and collaboration, we aim to create an environment where faculty, staff, and students can thrive.

Through investments in modern infrastructure, responsible resource management, and innovative process improvements, we align our work with K-State's strategic goals to advance enrollment, research, and community engagement. Guided by the principle of continuous improvement, we ask ourselves at every step: "What is best for K-State?"

By 2030, this strategic plan will position Administration and Finance to deliver exceptional operational support, empowering K-State to achieve its ambitious goals and solidify its role as a leader in higher education.

OUR GUIDING PRINCIPLES

Engaging and Collaborating with the Campus Community

Our success depends on meaningful engagement and collaboration across the entire campus. By building partnerships with colleges, units, and departments, we leverage shared expertise, diverse perspectives, and innovative ideas to solve challenges and seize opportunities. Open communication and transparency are central to fostering trust and creating productive relationships that strengthen operations, services, and outcomes for everyone.

Delivering Exceptional Customer Service

We are committed to providing exceptional service to all members of the K-State community by prioritizing responsiveness, accessibility, and quality. Every role within our unit contributes to meeting the needs of faculty, staff, students, and stakeholders. By improving processes, empowering staff at all levels, and focusing on collaboration and innovation, we deliver solutions that create value, build trust, and reinforce our role as a partner in advancing K-State's vision and mission.

Continuous Improvement and Innovation

We are dedicated to fostering a culture of continuous improvement and operational excellence. By embracing change, seeking feedback, and leveraging data-driven insights, we adapt our processes, policies, and infrastructure to meet the evolving needs of K-State. This commitment ensures we consistently deliver better services, streamline operations, and contribute to the university's success as a next-generation land-grant institution.

Accountability and Transparency

We hold ourselves accountable to the highest standards of integrity, stewardship, and transparency. Through clear communication, ethical decision-making, and open processes, we build trust with the K-State community and ensure alignment with institutional goals. This shared sense of responsibility enables us to deliver meaningful results and fulfill our mission with integrity and purpose.

PRIORITIES, GOALS & STRATEGIES

PRIORITY #1: Stewarding Resources with Integrity and Impact

We will responsibly allocate, manage, and steward university resources to support institutional goals and ensure long-term sustainability. By aligning financial, infrastructure and staffing resources with institutional goals and fostering sustainability, we ensure impactful and transformative outcomes.

- Imperative 7: Stewardship of resources directly supports economic prosperity for Kansas, ensuring resources are used efficiently to maximize impact statewide.
- Imperative 8: Operational excellence in resource management strengthens the university's ability to act as "One K-State."
- Imperative 10: Effective resource stewardship amplifies fundraising outcomes, enabling K-State to achieve ambitious philanthropic goals.

GOALS

1. Optimize the Use of University Assets

STRATEGIES

- Implement strategic purchasing and sourcing strategies to maximize value, enhance efficiency, and support consistent asset management practices across the university.
- Review and analyze all university space and property using advanced tools and analytics to assess current usage, maintenance costs, and opportunities for optimization and consolidation.
- Strengthen asset management processes by standardizing practices that enhance resource security, operational efficiency, and lifecycle sustainability, ensuring alignment with institutional goals.
- Ensure ERP systems are central to meeting university needs by optimizing and aligning our IT portfolio.

2. Pursue Creative Strategies to Maximize and Diversify Revenue Streams

STRATEGIES

- Regularly review existing revenue streams to ensure that maximum value is achieved for the university.
- Maximize the impact of major investments and projects by strategically elevating convergent needs and combining available resources, ensuring alignment with institutional goals and priorities.

3. Enhance Management and Decision-Making

STRATEGIES

- Transition to a unified, transparent budget model that aligns resources with institutional priorities, supported by adaptive financial planning for colleges and major units.
- Develop comprehensive long-range plans that align financial resources with the university's strategic priorities to ensure sustainability and health through regular reviews.
- Leverage dynamic planning tools and advanced analytics to provide timely, data-driven insights for decision-makers.

METRICS FOR SUCCESS

- Cost savings achieved through strategic sourcing and procurement (annual % or \$)
- Percentage of space utilized efficiently (based on space analytics)
- Frequency of long-range financial plan updates (annual or biannual)

PRIORITY #2: Investing in Talent and Growth

We will build a resilient and engaged workforce by attracting and retaining top talent, developing employee skills, and aligning workforce growth with the university's evolving needs. Our focus includes fostering professional development, enhancing well-being, offering competitive compensation and benefits, and cultivating a collaborative and accountable culture that drives K-State's future success.

- Imperative 9: This priority is foundational to becoming an employer of choice by fostering a culture of well-being, engagement, and professional growth.
- Imperative 8: Enhancing workforce engagement ensures seamless collaboration across "One K-State."
- Imperative 7: Supporting a strong, inspired workforce helps the university drive positive economic and social impact for Kansans.

GOALS

1. Attract and Retain Top Talent through Strategy and Innovation

STRATEGIES

- Develop a sourcing strategy that expands recruitment marketing reach and broadens candidate pools.
- Establish a comprehensive onboarding program to enhance employee experience through the development of resources and streamlining of systems access requests.
- Enhance talent development by building clear internal career pathways and succession plans, supported by experiential learning opportunities and partnerships that grow future talent.
- Establish a compensation philosophy that ensures competitiveness, supports retention, and aligns with employee performance and growth objectives.

2. Build an Agile and Thriving Workforce

STRATEGIES

- Establish a robust faculty and staff well-being plan to support a healthy and thriving workforce.
- Establish a culture of community, accountability, and operational excellence through strategic partnerships, modernization of processes, and community engagement.
- Promote a culture of business process awareness by developing tools and practices that support documentation, knowledge transfer, and operational continuity.
- Leverage advanced technologies to optimize workflows, increase operational efficiency, and provide data-driven insights that support informed decision-making.
- Develop a flexible workforce model to support year-round university operations.

3. Empower Employees Through Learning and Development

STRATEGIES

- Conduct a needs assessment and develop a talent and organizational development strategy that aligns with the University needs and workforce priorities.
- Provide employees with career development opportunities that enable advancement through career pathways.
- Develop opportunities to enhance management and leadership development that assists with achieving organizational effectiveness.
- Optimize productivity and employee retention through promoting a culture of continuous growth and development.

METRICS FOR SUCCESS

- Employee retention rate (annual %)
- Participation rate in professional development and training programs
- Employee engagement score (via survey)

PRIORITY #3: Advancing Sustainable and Modern Infrastructure

We will transform K-State's physical infrastructure to support the student, faculty, and staff journey. By creating sustainable, adaptable, and accessible spaces, we will enhance retention, research, interdisciplinary learning, applied learning, campus safety, and the overall campus experience. Guided by the Campus Master Plan and aligned with the Next-Gen Strategic Plan, we will address factors such as space utilization, transportation, utilities, building conditions, accessibility, and security to create a vibrant, inviting environment that fosters success and collaboration across the university.

- Imperative 4: Modernized infrastructure supports growth in research expenditures by providing state-of-the-art facilities and technology.
- Imperative 8: Efficient, sustainable infrastructure is critical to operational excellence and aligning campus operations.
- Imperative 7: Enhanced infrastructure contributes to economic impact and prepares the university to address Kansas's challenges and opportunities.

GOALS

1. Modernize and Maintain Campus Facilities to Meet Evolving Needs

STRATEGIES

- Renovate and modernize facilities to meet safety, accessibility, sustainability, and academic standards, ensuring alignment with the Campus Master Plan.
- Incorporate advanced technology into classrooms, collaboration spaces, laboratories, and research spaces to support academic and research excellence.
- Address deferred maintenance through proactive planning, use of data driven tools and targeted investments that extend the lifespan and usability of aging infrastructure.

2. Enhance the Campus Environment to Foster Community and Collaboration

STRATEGIES

- Develop standards for adaptable, accessible, and welcoming campus environments that meet the needs of students, faculty, and staff.
- Create interdisciplinary spaces and research hubs to encourage collaboration and innovation and support academic growth.
- Enhance landscaping, pedestrian pathways, and signage to enhance safety, aesthetics, and navigation.

3. Align Infrastructure Planning with Strategic Sustainability and Growth

STRATEGIES

- Drive sustainable construction and renovation projects guided by the Campus Master Plan, aligning infrastructure with institutional priorities.
- Optimize space utilization and infrastructure planning through data-driven tools to ensure alignment with institutional needs and community growth.
- Expand multimodal transportation options, including improved parking, bike lanes, transit systems, and pedestrian infrastructure to meet the needs of a growing campus population.

METRICS FOR SUCCESS

- Reduction in deferred maintenance backlog (year-over-year \$)
- Number and/or percentage of projects advanced in alignment with Campus Master Plan priorities
- Stakeholder satisfaction with campus environment (survey-based)

PRIORITY #4: Driving Transformation Through Technology

We will modernize digital infrastructure and streamline processes to create secure, efficient systems that support administrative efficiency, academic success, research, and community engagement. By leveraging advanced technologies and protecting sensitive data, we will ensure operational excellence, safeguard our community, and position the university as a next-generation land-grant leader.

- Imperative 8: This priority fully embodies the focus on operational excellence and “One K-State” in all processes and systems.
- Imperative 5: Digital transformation enables the university to adapt to the evolving needs of learners, employers, and society.
- Imperative 6: Streamlined administrative processes make partnerships seamless and efficient.
- Imperative 4: Grow research enterprise.

GOALS

1. Transition the Multiple Legacy ERP Environments into a Modern Cloud-First ERP Platform STRATEGIES

- Create governance policies for information technologies with the priority to migrate academic and administrative systems to scalable cloud-based solutions and provide faculty and students cloud resources that enhance teaching, learning, and research while supporting flexibility and future growth.
- Integrate advanced identity management systems to streamline authentication, improve user experience and onboarding, enhance compliance, empower research, and ensure proper system and data security.
- Re-envision finance, HR, and student ERP systems into integrated, cloud-based platforms to improve efficiency and decision-making.

2. Enhance Cybersecurity Measures to Safeguard Data and Ensure Compliance STRATEGIES

- Implement NIST-aligned cybersecurity standards to safeguard institutional data and ensure compliance.
- Enhance the university-wide cybersecurity awareness program to educate faculty, staff, and students on best practices for data protection.
- Work with our university partners to refine business services, practices, and procedures to reinforce a security first approach.
- Conduct regular risk assessments and audits to ensure compliance with state, federal, and institutional data security regulations.
- Collaborate with HR and others to ensure security training is included in consolidated training dashboards and is consistent with other training processes for maximum success.

3. Strengthen IT Infrastructure to Support Academic, Research, and Administrative Needs STRATEGIES

- Modernize IT infrastructure and support to handle increased academic, research, and administrative demands while improving system reliability and scalability.
- Coordinate services, support, and training around usability and accessibility federal digital accessibility to ensure consistent student experience and effective implementation.
- Develop and implement a business continuity and disaster recovery plan to ensure critical university operations continue during unexpected / unplanned disruptions.

- Regularly evaluate IT organizational structure and information technology governance model to strengthen integration, support unit-specific needs, and ensure alignment with university priorities through coordinated support and collaboration t.
- Develop strategies for coordination of academic hardware and software lifecycles and fragmented licenses across the institution to maximize fiscal and operational efficiency.

METRICS FOR SUCCESS

- Number of systems or processes shifted towards as-designed functionality
- Number of manual processes shifted toward digital solution
- User satisfaction score for new platforms (survey-based)

PRIORITY #5: Cultivating a Safe and Resilient Campus

We are dedicated to fostering a secure, resilient, and supportive environment across the K-State system. Through proactive risk management, dedicated law enforcement, emergency preparedness, and strong environmental health and safety practices, we will safeguard the well-being and accessibility of our community. By balancing innovation with compliance through dynamic risk assessment and adaptive management, we will ensure K-State remains safe, responsive, and prepared to meet evolving needs.

- Imperative 1: A safe and supportive environment attracts learners, contributing to enrollment growth.
- Imperative 2: Safety and resilience are critical to improving retention and graduation rates by fostering a secure environment for learning.
- Imperative 7: Proactive risk management ensures the university remains a reliable and positive force for Kansans, addressing statewide needs effectively.

GOALS

1. Enhance Campus Resilience and Emergency Preparedness

STRATEGIES

- Strengthen emergency preparedness by establishing coordinated leadership to lead planning, training, and response efforts.
- Develop and implement a comprehensive emergency response and business continuity plan to ensure operations during disruptions.
- Leverage technology for emergency notifications, situational awareness, and streamlined reporting of safety concerns.

2. Promote Environmental Health and Safety Across Campus

STRATEGIES

- Create an integrated Environmental Health and Safety (EHS) framework to support the needs of expanding research and operational activities.
- Develop and implement enhanced training programs for faculty, staff, and students focused on risk awareness, safety practices, and compliance.
- Use digital platforms to improve tracking and reporting of EHS activities and incidents.

3. Advance Campus Safety and Risk Mitigation

STRATEGIES

- Establish an enterprise risk management program to foster a culture of risk mitigation, enhance resilience, and enhance decision making.
- Launch targeted programs to educate the campus community on safety best practices, personal responsibility, and crime prevention.
- Leverage best practices and advanced technologies to enhance both university police response and physical security posture on campus including a modern badge access and security camera system.

METRICS FOR SUCCESS

- Number of safety trainings and drills conducted annually
- Campus safety perception score (via community survey)
- Number of physical security building enhancements (badge access, cameras, etc.)