

# 2022-24 VPFO Strategic Plan

**Vision:** We work as one to enable excellence in teaching, learning and research.

**Purpose:** We are trusted partners who continuously improve delivery of professional services and solutions for our campus communities.

**Values:** Excellence, integrity, respect, accountability and safety.

**1** To deliver our best for UBC, inspire, recruit, develop and support people, through a unified VPFO culture.

## Goal 1.1

Ensure an inclusive, respectful, healthy and safe work environment that supports our staff and UBC communities.

1. Promote our VPFO values through various initiatives.
2. Incorporate the values and principles of the UBC EDI Strategic Plan.

## Goal 1.2

Deliver on Indigenous Strategic Plan measures and actions at individual and department levels.

1. Identify and implement strategies from the Indigenous Strategic Plan.

## Goal 1.3

Engage the VPFO team and support their career journey to see themselves as integral to the success of the portfolio and university.

1. Build effective teams through the development of efficient recruitment and renewed on-boarding processes.
2. Develop leaders to engage and inspire their teams.
3. Celebrate the achievements and successes of our teams through staff recognition programs.
4. Support our teams' current and future needs through career conversations and staff planning.

**2** Advance our culture of service, stewardship and continuous improvement.

## Goal 2.1

Develop a clear prioritization and decision-making framework.

1. Utilize a methodology to evaluate impacts and outcomes of key decisions to guide prioritization.
2. Develop clear roles and responsibilities to guide accountability.

## Goal 2.2

Partner internally and externally to understand client needs share VPFO expertise and to manage service expectations.

1. Develop our core service level requirements to manage service delivery expectations.
2. Establish a stakeholder engagement strategy to improve and expand VPFO initiatives.
3. Facilitate consistent, integrated internal & external communication systems and channels to effectively serve our business needs.

## Goal 2.3

Continuously improve our processes and services to enable us to deliver our best.

1. Create an end-to-end culture and practice of continuous improvement and innovation by adopting the lean Six Sigma Methodology.
2. Develop work arrangements based on the UBC flexible work plan and optimize our campus footprint.

**3** Enhance our sustainability and financial accountability.

## Goal 3.1

Deliver on the Climate Action Plan measures and actions both for individuals and departments.

1. Improve sustainability and reduce GHG emissions on campus and within the endowment by developing department-level plans.

## Goal 3.2

Optimize end-to-end business processes and IT systems.

1. Optimize our processes to support regulatory/ compliance requirements and enhance accountability.
2. Optimize our investment in systems to gain efficiency and support our people.

## Goal 3.3

Enhance financial and operational transparency, accountability and risk mitigation.

1. Balance our budgets by developing a plan to eliminate deficits by implementing operational efficiencies, adjusting service levels, or increasing or reallocating revenues/funding.
2. Implement monthly financial statements and improve accuracy of financial forecasting for the university.
3. Review and manage institutional risk relevant to the VPFO.