

STRATEGIC OBJECTIVES		Champion	Measure No.	MEASURES	Targets 05/06	Planned Targets 06/07	Init. No.	INITIATIVES
<b>Customer Perspective</b>								
<b>Customer Perspective</b>	<b>Improve Customer and Stakeholder Satisfaction Through C.A.R.E.</b> Meet and exceed customer and stakeholder expectation	KB	1	FAS CSS Overall Customer Satisfaction rating	3.9	3.9		
	<b>Quality Service</b> Anticipate and exceed customer and stakeholder service quality expectations.	KB	2	CLS CSS Overall Customer Satisfaction Score	3.9	3.9		
	<b>Value for the Money</b> Anticipate and exceed customer and stakeholder expectations for services that provide value for their money.	KB	3	CLS CSS Quality / Value Score	3.5	3.4		
	<b>Convenient Service</b> Anticipate and exceed customer and stakeholder expectations for convenience and accessibility of our services.	KB	4	CLS CSS Convenience & Accessibility Score	3.9	3.8		
<b>Financial Perspective</b>								
<b>Financial Perspective</b>	<b>Develop Resources for Growth and Renewal</b> Develop resources in a manner that creates a predictable capacity for meeting contingent liabilities and planned growth.	GF	5	Prior Year Reserve	\$5.7M	\$5.9M		
			6	Equipment Reserve	\$2.3M	(\$19)K		
	<b>Increase Revenue</b> Increase revenues in order to achieve long range financial goals.	GF	7	Gross Margin	\$42.50M	\$48.84M		
	<b>Enhance Cost Effectiveness</b> Improve operating efficiencies to meet financial goals without compromising customer service.	GF	8	Operating expense(including COGS) as % of revenue	84%	84%		
			9	Net Operating Gain/ Loss After Debt Service	\$2.9M	\$2.4M		

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<b>Internal Perspective</b>							
<i>Themes: Enhance Collaboration</i>							
<b>Develop Strategic Alliances that Bring Value to IICSF</b> Improve the quality and value of services to customers through strategic alliances with stakeholders, service providers, and vendors.	AM	10	% completion of targeted strategic alliance projects		100%	#11	Identify& implement targeted strategic alliance projects.
<b>Understand Stakeholder Needs and Expectations</b> Increase our understanding of Stakeholder needs and expectations.	AM/JG	11	# of stakeholder interviews	4	4 -(1 per quarter)	#12	Complete Stakeholder Interviews
		12	FAS CARE survey roll up score for Responsible which includes "Understands My Needs" & "Timely delivery" for Dept Chair /Dean/Director/ Vice Chancellor		4.0	#13	Create bi-annual stakeholders' reports.
<i>Themes: Maximize Value of CLS Services</i>							
<b>Align Products, Programs, and Services with customer needs and expectations</b> Based on customer survey data and/or market research, improve alignment of products, programs, and services to match customer needs and expectations.	KB	13	# of service alignment initiatives implemented based on survey data or market research		8 service alignment initiatives	#14	Implement 2 service alignment initiatives per business unit
<b>Champion Our Services and Contributions to Campus Life</b> Improve communications with our stakeholders and customers that inform of the differentiation and value added services CLS provides to enhance campus life.	GF/KB	14	% of marketing communication pieces implemented as defined by marketing plan		100%	#15	<u>CLS marketing plan:</u> Development and achievement of communication effectiveness targets.
<b>Expand Customer Base</b> Increase overall customer base by retention of current customers and gaining new customers.	GF	15	% of customer expansion targets met from the Marketing plan		Increase customer base by 5%	#15	<u>CLS marketing plan:</u> Development and achievement of marketing growth targets .

Internal Perspective

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Internal Perspective	<b>Understand Customer Needs and Expectations</b> Increase our understanding of customer needs and expectations.	KB	16	CLS CSS Understands My Needs & Requirements score		3.7	#16	Quarterly Customer Satisfaction Rating Initiative	
	<b>Theme: Strengthen Resource Management</b>								
	<b>Improve Operational Effectiveness</b> Improve effectiveness of application of funds, staff, business processes, and resources.	GF	17	Net dollar change in STIP earning/ (payments)	\$81.7K	TBD			
		GF	18	Payroll as a % of Revenue	37.7%	41.9%			
	<b>Enhance Resource Management Report Tools</b> Develop powerful resource management and business systems that enable the effective use of data for planning, operating, and demonstrating value	GF	19	% completion of customer data warehouse milestones		100%	#17	Customer data warehouse	
	<b>Optimize Risk Management</b> Improve and maintain proper checks and balances to assure accountability and compliance with UC Policy.	GF	20	% compliance on CLS internal audit on Cash management, Purchasing, Payroll and Inventory		100% compliance on CLS internal re-audit	#18	Internal control review and improved procedures for cash management.	
							#19	Internal control review and improved procedures for purchasing.	
							#I10	Internal control review and improved procedures payroll.	
						#I11	Internal control review and improved procedures for inventory.		
<b>Improve Core Business Processes</b> Eliminate unnecessary or duplicate core business processes, and implement effective technology.	GF	21	Dollar savings in A/P process and Payroll reconciliation	Dollar savings TBD	TBD				
<b>Implement Integrated Information Technology</b> Obtain, develop, and deploy technology solutions that provide the best cost/benefit value to CLS business units.	GF	22	% of milestones of BSD master plan	TBD	100%				

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<b>Learning and Growth Perspective</b>							
<b>Learning and Growth Perspective</b>	<b><u>Improve Staff Motivation Through a More Supportive Work Environment</u></b> Improve staff motivation by developing a more supportive work environment at all sites.	BJ	23	CLS OCS overall roll up score		4.0	
	<b><u>Strengthen Leadership &amp; Management Competencies</u></b> Assure management has the competencies necessary to fulfill job roles, accommodate growth needs, and achieve CLS strategic objectives.	SL	24	CLS OCS Leadership and Training, & Development Scores	3.9	4.0	
		SL	25	% participation in CLS Supervisor Certification Program	80% completion	50% completion Measure Changed	#L12 CLS Supervisor Certification Program
		SL	26	% participants who have completed one year requirements		90% completion	#L12 CLS Supervisor Certification Program
		SL	27	% of participants in CLS Leadership & Management Development Program who have completed 1 year requirements	7	90% Measure Changed	#L13 CLS Leadership & Management Development Program
	<b><u>Strengthen Staff Competencies</u></b> Assure staff has the competencies necessary to fulfill job roles, accommodate growth needs, and achieve CLS strategic objectives.	KB	28	% of CLS career staff with personal balanced scorecards	25%	50%	#L14 Personal Balanced Scorecard
	<b><u>Expand CLS Service Driven Culture &amp; Community to Encompass All Staff</u></b> Raise staff awareness of the CLS vision, mission, strategy, and service values; and build a community that exists across all CLS sites where each individual understands the important role they play in achieving our collective purpose and goals.	AM	29	CLS OCS roll-up score for Q26, 38, 41, 42, 43 & 44		4.1	
		SL	30	% Staff trained to CLS customer service standards	50% completion	90%	#L15 CLS Customer Service Standards training