OVERVIEW:
FACILITIES SERVICES STRATEGIC PLAN

Our Year 1 activities involved a great deal of engagement, relationship building and training. We identified early on that strategy expands the role of the leaders and supervisors and realized the importance of building the capabilities of our employees to act strategically. Therefore, we created training programs to develop our leaders at all levels, allowing us to introduce the components of our strategic plan so that all employees would understand their role in strategy and how they fit.

A collaborative effort by the Awareness campaign and Supervisory Development teams was initiated to develop a training session to introduce specific components of our strategic plan, namely our core values and mission statement, to our Facilities Services employees. Various staff members were identified and agreed to participate as trainers for our 350 employees. We structured these sessions to include only 20 employees at a time to enhance the interaction and participation and each session included a cross section of employees from all of our departments.

Leadership development sessions were scheduled on a quarterly basis to build and enhance the capabilities of our action plan leaders to think and act strategically. Dave Munz, professor in SLU’s Psychology department, facilitated the sessions on strategic management processes, action team development, change management, and personal resource management. Feedback regarding these sessions has been very positive, with requests for continuation in future activities.

Our action plan team leaders focused on building and leading cohesive teams to research and coordinate the efforts identified in their Year 1 action plans. Review sessions were held every other month to identify and record the progress of each team as well as allowing team leaders to note the integration of other team activities.

The final review session for Year 1 action plans provided a great deal of feedback regarding our leadership development training sessions, our involvement with other internal and external stakeholders, and specific skills and competencies enhanced through participation and leadership of the action plan teams. Our Year 1 activities have given us a great start in continuing the development and success of our strategic plan.

The oversight team recently finalized their review and revise sessions, completing a thorough analysis of our core values, mission, vision, vision elements, strategic initiatives, SWOT, action plans and their accomplishments. Adjustments were noted, updates were made and consolidation of action teams was discussed. Recommendations from the oversight team for Year 2 activities were prepared and introduced at the June Facilities Services Strategic Planning session.

Our June session provided an opportunity for all supervisors of FS employees to hear from our Vice President, Kathleen Brady, regarding our FS strategic plan, the implementation of our Year 1 activities and their accomplishments. This planning session allowed us to reinforce to all supervisors their role in strategy and provided a great kick-off for our Year 2 activities.

Theme for Year 1

- Building FS capabilities to act strategically

Our Core Values

P.R.I.D.E. in our work

- Passion in our work
- Resourceful in how we do our work
- Innovative in bringing about change in our work
- Dependable in our work with others
- Expertise used and developed in our work

Strategic thoughts to keep in mind

- Our core values drive our mission.
- Our strategy drives our vision.

For more information about Facilities Services strategic plan, please contact Chris Regan at reganmc@slu.edu or 314-977-3428.
# FACILITIES SERVICES STRATEGIC INITIATIVES

## Year 1

### STRATEGIC AND OPERATIONAL EXCELLENCE

Identify and establish proactive roles with key University units for the purpose of collaborating towards value-added and enhanced services that assist these units in achieving their defined mission and goals. Deliver operationally excellent facilities services on a day-to-day basis that are consistent with the best practices of the profession.

<table>
<thead>
<tr>
<th>Goals</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical Center Enhancements</td>
<td>Facilities Services will contribute to the Medical Center’s strategic goals of enhancing the physical environment by taking a proactive role in the planning efforts and implementation of building and grounds-related enhancements that will culminate in achieving recognition as one of the most attractive health sciences campuses in the nation.</td>
</tr>
<tr>
<td>Enrollment and Retention</td>
<td>Contribute to Enrollment Management’s strategic goals of student recruitment and retention by developing and implementing ongoing enhancements that attract and retain students.</td>
</tr>
<tr>
<td>Best Practices</td>
<td>In an effort to move from being operationally good to being the best, every Facilities Services department will have a process to identify Best Practices, evaluate their efficiency and effectiveness, identify contributions to our division goals, outline adaptation and implementation strategies, and make recommendations for adoption.</td>
</tr>
</tbody>
</table>

### STAKEHOLDER RECOGNITION

Gain University and national recognition for our strategic and operational contributions to SLU’s goal to be the finest Catholic university in the United States. Accomplish this initiative by being operationally excellent at facilities management and by aligning with other University units to contribute to their mission and goals.

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<tr>
<td>Awareness Campaign</td>
<td>Develop an awareness campaign that promotes our new strategic direction and communicates our accomplishments to our employees and to the university community.</td>
</tr>
<tr>
<td>Areas for Recognition</td>
<td>Identify areas to target for outward recognition and determine applicability and processes required for achievement of recognition, ie., Best Practices, Environmental Scorecard improvements, etc.</td>
</tr>
<tr>
<td>Sustainability Initiatives</td>
<td>Receive national recognition for our sustainability initiatives and activities.</td>
</tr>
</tbody>
</table>
## EXCELLENCE IN PEOPLE

Educate and redefine the customer service role of our Facilities Services staff so that each employee understands the connection of their work with our vision and strategic plan and is able to demonstrate it through their contributions to the university’s strategic activities and the resulting outcomes that take place inside and outside of their daily routine. To assure operational excellence, develop a valued, well-trained, motivated and diverse workforce that is known for its technical competence and professionalism.

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<td><strong>Strategic Leadership</strong></td>
<td>Develop its leaders so they can successfully formulate and implement strategy while continually striving for operational excellence.</td>
</tr>
<tr>
<td><strong>Development</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Supervisory Development</strong></td>
<td>Develop and empower their supervisory staff with the knowledge, skills and attitudes to accept greater responsibility for achieving operational excellence from their departments.</td>
</tr>
<tr>
<td><strong>Diversity and Social Justice</strong></td>
<td>Develop ways to support and benefit from the diverse range of demographic characteristics, knowledge, skills and abilities of our employees.</td>
</tr>
</tbody>
</table>

## ENVIRONMENTAL RESOURCE OPTIMIZATION

Maintain and conserve natural resources, protect our environment and do so in a sustainable manner through actions that will enhance environmental quality.

<table>
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<th>Goals</th>
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<tr>
<td><strong>Educational Opportunities</strong></td>
<td>Educate our faculty, staff and students regarding sustainability opportunities for their personal use and identify sustainable initiatives for implementation that are visible to our students.</td>
</tr>
<tr>
<td><strong>Practical Applications</strong></td>
<td>Establish collaborative relationships with academic units whereby our division supports faculty involvement in the review and research of our own university’s sustainable efforts.</td>
</tr>
<tr>
<td><strong>Student Interests</strong></td>
<td>Identify the factors that sustain an environment as well as those factors that are of interest to our students in maintaining a sustainable environment. Provide our students with a promotional and/or educational product to draw their attention to the factors we have in place.</td>
</tr>
<tr>
<td><strong>Key Indicators</strong></td>
<td>Identify and demonstrate progress on a number of key indicators in targeted areas that increase environmental resource optimization.</td>
</tr>
</tbody>
</table>

## PARTNERING

Identify and become actively involved with internal individuals/units and external professional organizations to acquire and exchange knowledge, tools and resources that will advance our efforts to be operationally excellent and contribute to the success of other University units.

<table>
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<tr>
<td><strong>Existing Partnerships</strong></td>
<td>Identify our existing partnerships and ways to leverage or utilize their available resources to further our strategic initiatives.</td>
</tr>
<tr>
<td><strong>New Partnerships</strong></td>
<td>Identify and establish new partnerships with internal and external others to provide knowledge and resources to accomplish our strategic initiatives.</td>
</tr>
</tbody>
</table>
Facilities Services (FS)
Major Strategic Accomplishments-Year 1

Theme: Building FS capability to act strategically

**Strategic & Operational Effectiveness**

**Medical Center Enhancements, Enrollment & Retention and Best Practices**
- Established Facilities Services as a proactive partner and resource to internal stakeholders
- Contributed to the planning process for the strategic enhancements of the medical center environment
- Created progress towards involvement and contributions to the success of others’ strategic efforts
- Created a framework for implementing Best Practices throughout the division

**Stakeholder Recognition**

**Awareness Campaign, Areas for Recognition, Sustainability Initiatives**
- Developed promotional material for use in communicating our FS strategic plan to our employees
- Began researching and identifying awards criteria for use in achieving recognition for being excellent in Facilities Services
- Broadened the educational awareness of the university community through the promotion of new and ongoing sustainability initiatives implemented by Facilities Services
- Received recognition from numerous groups regarding the promotion of our sustainability initiatives
- Developed a status report to promote our strategic planning activities and accomplishments to our internal and external stakeholders

**Excellence In People**

**Strategic Leadership Development, Supervisory Development, Diversity & Social Justice**
- Identified potential leaders and placed them as leaders of designated action planning teams
- Designed and implemented an action plan review session to ensure the progress and integration of the action plan teams
- Implemented training to enhance the strategic capabilities of our action plan team leaders
- Developed supervisory and employee training for communicating FS core values and mission statement and the role they play in our strategic plan.
- Collaborated with other action plan teams to implement training in specific areas

**Environmental Resource Optimization**

**Educational Opportunities, Practical Applications, Student Interests, Key Indicators**
- Partnered with internal and external stakeholders to promote educational information in conjunction with our sustainability initiatives and activities
- Developed and submitted a survey to SLU students to identify and determine students’ preferences and priorities for alignment with future sustainability activities
- Designed an educational piece for dissemination to the university community during Fall 2011
- Collaborated with the Sustainability Center and other university and academic departments focused on sustainability efforts to identify how we can contribute to their success
- Provided communication with internal and external stakeholders regarding FS sustainability accomplishments
- Identified key indicators that are instrumental in responding to known industry surveys

**Partnering**

**Existing & New**
- Emphasized the value of strategic partnerships in our plan and provided identification and connections regarding strategic partners to assist our action plan teams