



Consumer Services Division

The Second Integrated Planning Cycle - 2008/09 to 20011/12

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1. Executive Summary

The following are Consumer Services Division's five initiatives defined within the Integrated Plan.

UNIVERSITY/DIVISION LEVEL INITIATIVES

I. Services Renewal

The proposed outcome of this initiative is critical to the Plan's success. It requires implementing an approved mechanism for sustained and continuous improvements in services within the division aligned with the University's goals and direction. This initiative establishes a unit and divisional reinvestment rate based on gross revenues. The criteria for re-investment in projects and termination of operations are based on defined priorities for services and projected financial returns. Services Renewal also requires articulating principles and guidelines based on comparative analysis with other universities to determine the amount to be contributed annually by the division to university operations. The amount established would be based on the following: i) the long-term plan for growth in contributions; ii) the current priority for renewal of operations within the integrated plan theme of student experience; iii) the proposed university level initiatives to expand student housing and renew Marquis Hall; and iv) the disinvestment and retraction in services in the past planning cycle. The outcome also involves a decision to determine the direction of the annual divisional contribution to the University so that pure contributions are redirected towards scholarship operating funds. An administrative fee of 1.5% of sales and commitments to Kinesiology based on existing agreements would continue.

II. Student Housing Accessibility

The proposed outcome of this initiative involves developing a well-defined program and phased-in plan to expand student residence units and upgrade current student housing, in alignment with student enrolment objectives and student housing market requirements. Progress in this initiative will be assessed in the following ways: i) established timelines for increasing student housing; ii) progress made in enhancing the current successful student life program; and iii) upgrades to the current facilities.

III. Marquis Hall Renewal: Student Community - A Sense of Place

The proposed outcome of this initiative is a renewal of Marquis Hall Services and Facilities in order to develop a vibrant and inviting central sense of place of community on campus. It involves undertaking major renovations and revitalization to the retail and food service operations and facilities. The success of this outcome will be measured by: i) the numbers of persons visiting Marquis Hall; ii) the increased sales for services in Marquis Hall; and iii) student satisfaction surveys. This initiative also addresses revitalization of the Arts Buffeteria as a supporting central gathering place for students and the campus community.

DIVISION/UNIT LEVEL INITIATIVES

IV. Operational Revitalization

A successful outcome of this initiative involves transforming the environment to become capable of sustained progressive change. This initiative involves developing a vision statement and an operating purpose and philosophy based on University values and themes. It means i) establishing trust in leadership; ii) collaborating with staff and the university community in setting a direction for the operations; iii) changing the underlying philosophy in human resource leadership within the division to increase transparency and communication; and iv) establishing service and performance standards. The proposed outcome of this initiative will be measured by: i) success in enhanced student experience based on improved service and renewal of services; ii) increased staff satisfaction; and iii) progress toward agreed-upon standards and objectives for operational and financial performance.

V. Unit Initiatives

This plan consists of initiatives from each of the five major units within CSD: Residence, Retail Services, Printing Services Document Solutions and Distribution, Food and Hospitality Services; and Parking. The outcomes of these unit plans are integrated with the overall divisional plans. They are closely aligned with the themes of student experience and high performance.

2. Introduction

“Entities like the bookstore, food services and the residences all require fundamental rethinking based on a better appreciation of student needs and expectations. We will need to begin by auditing the current services we provide and working with the USSU and GSA to ensure that they match the changing needs of our student body.”

Second Integrated Planning Cycle: Emerging Trends and Themes as of January 17, 2007

Consumer Services Division (CSD) at the University of Saskatchewan reports to the Office of the Vice-President Finance and Resources. CSD represents five principle areas of operational services:

- 1) Student Residence;
- 2) Retail Services;
- 3) Printing Services Document Solutions and Distribution;
- 4) Food and Hospitality Services; and
- 5) Parking Services

As a combined entity, this group provides many of the student and university community operational services for campus. CSD staff represent a significant part of the service base on campus with a complement of approximately 350 full-time and part-time staff who primarily work in service positions, interacting on a daily basis with students and the university community. The long-term CSD planning direction is to provide operational and service support for five of the seven themes of integrated planning: enhancing the student experience, practicing effective enrolment management, fostering an engaged university, enhancing aboriginal programming and scholarship, and building a high performance and environmentally

Table 1: Staff Composition (2007)

Staff Composition	FTE
ASPA	13
CUPE	230
CONTRACT	7
EXEMPT	1
TOTAL STAFF	251

sustainable organization. The Integrated Plan 2008-2012 represents an opportunity for CSD to sharply focus on two themes: **enhancing the student experience and building a high performance and environmentally sustainable organization.**

The CSD Divisional Integrated Plan includes five divisional initiatives consisting of three university/division level themes and two division/unit level initiatives. The CSD Integrated Plan was assembled as a collaborative project based on five unit plans within a divisional plan. The Plan incorporates overall initiatives for Consumer Services Division with unit initiatives for Student Residence, Retail Services, Printing Services Document Solutions and Distribution, Food and Hospitality Services, and Parking. The method used to amalgamate unit plans within an overall plan and the managerial processes for communication and structures for input within individual units, the extent and scope of staff input and engagement in developing this Plan varied between departments. The result is that the overall Plan has not yet been consistently addressed throughout the division.

Several shortcomings in this plan are recognized. Greater dialogue with the staff and the university community is required prior to and during implementation of this plan. There is a need to initiate and complete a mission/vision/values statement. More in-depth research and analysis are also required. Nevertheless, this document presents the foundations for a strategic direction with focused, realistic, and outcome-based initiatives for the four year period from 2008-2012 that are aligned with the two university themes: **enhancing student experience and developing a high performance and environmentally sustainable organization.** The recognition that this plan is a living document also represents a further commitment to continue to gather information to fill in the gaps of this plan as we work collaboratively towards implementation of the strategic initiatives. The newly created Undergraduate Student Forum offers a welcome opportunity to obtain input and feedback from students regarding this direction.

The following is a basic framework for completing a mission statement and action plan for the 2008 to 2012 planning cycle.

Core Purpose - define the mandate of consumer services in providing services and products to students and the university community in support of the university, which includes clarifying roles and purpose, establishing standards and expectations, identifying service and product opportunities, and developing an evaluation and review process to ensure accountability;

Core Values (People – Safety - Performance)
- develop a comprehensive human resource plan to take proactive measures to improve safety, introduce planning for change, improve the work environment, establish clear performance expectations and outcomes, encourage employee participation, support employee development, and enhance customer service;

Identity – develop a university identity within consumer services to guide our actions with well-defined and agreed upon standards and expectations based on superior quality products and services at a reasonable price, an identity that serves to enhance student and campus life by ensuring high standards of quality of products and an exceptional level of personal service through responsive, recognizable and integrated services to students and the campus community;

Facilities - revitalize and re-invest in consumer service facilities and equipment to enhance safety, accessibility, customer satisfaction, and to support the university's enrolment plan;

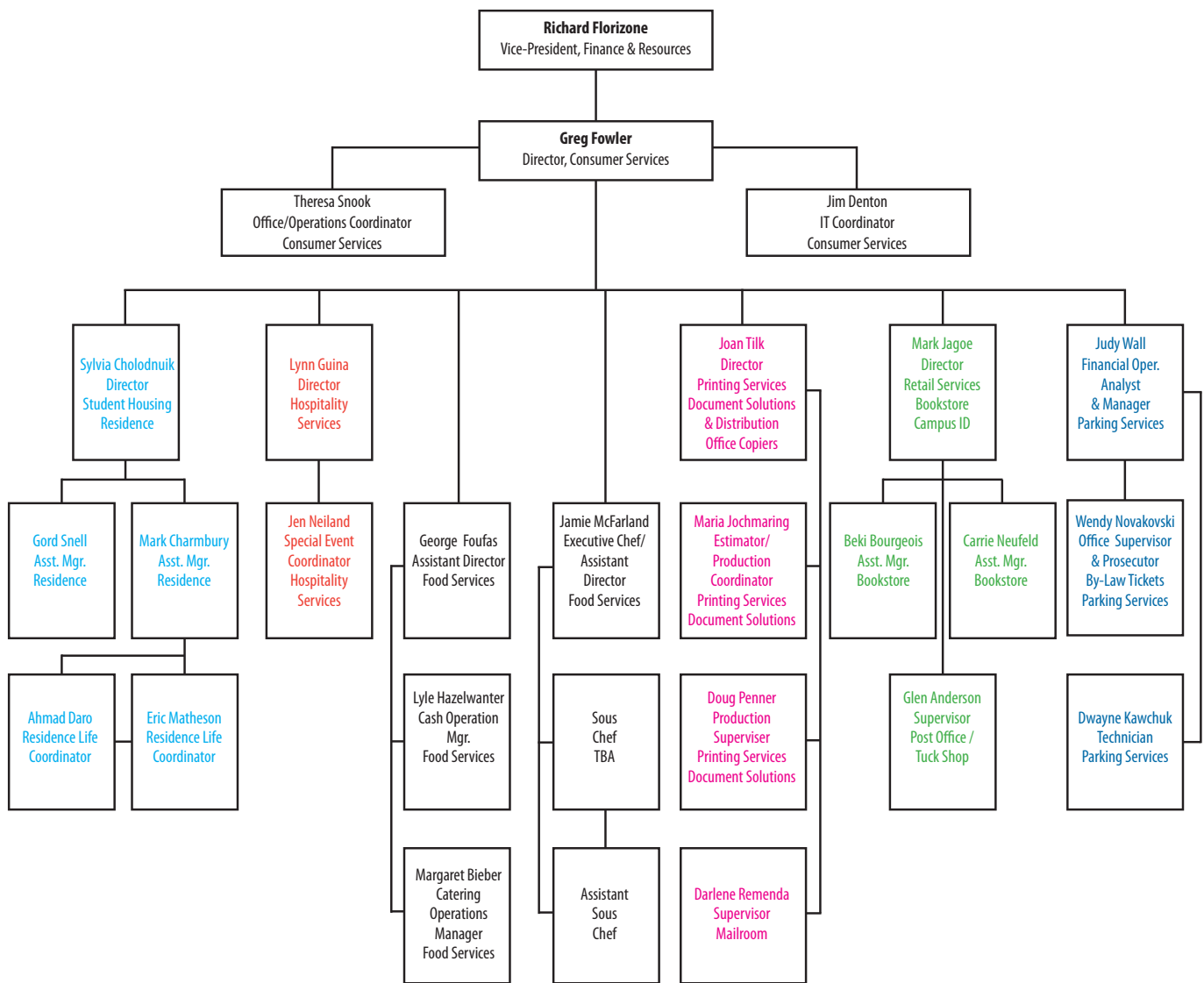
Accountability and Measuring Progress - establish a planning, reporting and information system to communicate services and product standards, measure outcomes in relationship to goals, provide transparent financial reporting, develop long-term financial plans and forecasts, and establish financial goals both to re-invest in campus services and to make annual contributions to the university;

Supporting Progress, Creativity and Collaboration – encourage enhancements to services and products, communication, and productivity through enhanced business applications, identifying and implementing creative solutions and ideas for new projects and applications, and identifying collaborative opportunities and engaging in partnerships within consumer services, the university, and broader community.

3. Situation Assessment

a. Organizational Chart

Consumer Services Organizational Chart 2007 - 2008



b. Progress on the 2003-04 to 2006-07 Integrated Plan

This section reports progress towards meeting the initiatives identified in the First Integrated Plan.

Status Indicators

- Initiative is completed or on track, on time and proceeding as initially conceptualized.
- Initiative is proceeding, but is behind schedule or proceeding in a shape different from originally conceptualized, or has encountered some obstacle that puts completion at risk in this cycle.
- Not on track, will not be completed in this planning cycle and may require fundamental rethinking.

#	Initiative	Description	Notes on Status
1	Student Residence Construction/Neighbourhood Project	Develop a 500 Bed Apartment and 700 Bed Dormitory Residence in conjunction with redeployment of spaces on campus for administrative purposes. This initiative was proposed to support recruitment and retention of students by improving the university life experience.	The project in this format will not be completed. A number of items contributed to the failure of this proposal including very high construction costs and a number of major changes in direction. A revised version of increasing student housing will be presented in the second planning cycle.
2	Plan to improve financial viability of Food Services.	Increase sales through new outlets and rationalization of existing locations. Some cost containment measures were obtained through collective agreements.	Revenues increased with new locations: Kinesiology and two Tim Horton's locations, and closure of Health Sciences Buffeteria. Wages have been lowered for entry level cafeteria workers, cooks, and food service porters. Since these savings will only be realized over time with new hires, salaries and benefits as a percentage of sales are still high. This initiative is re-introduced with a broader focus to renew services.
3	Design/construct new food service facility	Develop a new Food Services facility to efficiently serve both residence students and other customers. A food court concept providing a variety of food options and a place where the University community could meet and socialize in an informal setting.	Some planning underway but costs and priority of other projects were an issue. Requires rethinking and will be introduced again in the next planning cycle as Marquis Hall renewal.

4	Creating more parking spaces through scrambling and increased efficiency through gating.	Scramble lots F, R, & Q. Others planned. Gates and technology to increase capacity and efficiency of existing lots.	Three of the large faculty/staff lots were converted from reserve (one person one stall) to scramble (everyone in the lot shares the stalls). Increased 300 spaces in the existing lots and increased usage of lots from about 50% to 85%. Conversion of V & G has been impeded by faculty resistance, but the loss of A lot may necessitate change in G lot.
5	Develop more functional Bookstore locations coincident with planned renovations of Place Riel	The Bookstore Centre Shop to be renovated incorporating the Post Office. Considerations of renovations of main text area in Marquis to be considered along with Place Riel projects.	The Place Riel project has yet to be undertaken. New opportunities for retail services will be introduced in the next planning cycle.
6	Change from contracted IT services for all Consumer units	A co-operative partnership between ITS and Consumer Services that could benefit both departments. The availability of funding from Consumer Services may assist ITS in obtaining financial support that may otherwise not be available.	IT model has been adopted and the system is working well.
7	Card Office relocation and jurisdiction change.	Incorporate the Campus Card ID function within the department of Student Services, consistent with one stop service.	The Campus Card ID office has relocated to the College Building to assist with a "one stop" service for students. Plans to incorporate within SESD have stalled. Management of the Campus Card ID has been assigned to the Manager of the Bookstore.
8	Copier/Printing technology equipment update	Copier technologies switch to digital from analog. A University wide document management strategy to be considered.	Digital technology with connected multi-function devices to print, scan and fax available throughout campus. Document management processes being considered in next planning cycle.

c. Progress on Changing Practices Section of the First Integrated Plan

This section reports on the progress towards meeting the initiatives identified in the Changing Practices section of the First Integrated Plan.

#	Initiative	Description	Notes on Status
9	Contracted Stationery Stores operation	Plan to obtain financial benefits through contracting University operated stationery supply outlet to a private office supply company	Stationery Stores closed August 15 2007. HR issues for the two existing employees have been dealt with. A small amount of remaining inventory and assets are being disposed of.

d. Financial Performance
Comparative Operating Statements Fiscal 2003 – 2007

	2007	2006	2005	2004	2003
Revenue					
Sales of Services & Products	31,005,661	30,012,652	28,898,166	28,694,458	27,781,856
Allocation of Operating Revenue	533,075	350,955	465,994	448,916	429,042
Total of Revenue	31,538,736	30,363,607	29,364,160	29,143,374	28,210,898
Expenditures					
Salaries & Benefits	8,688,731	8,304,549	7,814,943	8,524,548	7,982,948
Operational Supplies & Expenses	2,535,622	2,432,145	2,202,536	1,929,176	1,713,945
Travel	42,585	28,766	30,153	31,272	28,011
Cost of Goods Sold	13,636,954	12,712,026	13,015,643	13,311,167	12,854,112
Building Rental & Lease	665,041	670,003	623,589	665,122	659,960
Utilities	1,524,162	1,509,791	1,447,495	1,243,345	1,163,488
Equipment/Vehicle Rental & Maint	1,417,840	1,202,432	1,162,658	1,377,555	1,003,386
Equipment and Assets	386,651	595,536	809,275	507,488	793,245
Debt Retirement	1,406,571	1,350,447	1,021,978	210,100	247,326
Bldg/Parking Lot Maint and Renovation	693,100	733,527	705,365	787,640	734,948
Capital Asset Acquisition/ Equip Reserve	135,196	530,116	0	0	0
Interfund Transfers	4,453	(27,080)	(21,029)	48,356	110,000
Total Expenditures	31,136,906	30,042,258	28,812,606	28,635,769	27,291,369
Total of Operations	401,830	321,349	551,554	507,605	919,529
Contributions to the University	844,423	3,782,538	1,258,157	667,625	739,449
Increase (Decrease) For the Year	(442,593)	(3,461,189)	(706,603)	(160,020)	180,080
Increase (Decrease) of Equip Reserve	(8,303)	(315,327)	(75,649)	55,362	(21,135)
Deferred Balance Charges (note 1)			(697,781)	131,643	227,072
Ded'ctn of Bal's for Operating Units (note 1)			(1,292)	100,484	47,838
Extraordinary Gain (CRA repayment)					289,221
Accrual of Vacation Pay	3,900	(468,600)			
Fund Balance, Beginning of Year	(20,556)	4,224,560	5,705,885	5,578,416	4,855,340
Fund Balance, End of Year	(467,552)	(20,556)	4,224,560	5,705,885	5,578,416

Note 1 - Adjustments have been made because prior to the introduction of UniFi, Consumer Service Fund balances did not include deferred balance charges and fund balances for Operating Units.

e. Assessment of Strengths/Weaknesses/ Opportunities/Threats Entering the Planning Process

The planning context for the CSD integrated plan 2008-12 identifies the following challenges and opportunities in focussing on enhancing student experience and high performance themes:

- widespread recognition of the need to fundamentally transform, renew, and reinvest in many of the services offered to students and the campus community as a tremendous opportunity to better serve the student experience and align with enrolment plans;
- uncertainty about the future within the division due to divisional deficit of \$.5M due to a long-term period of disinvestment by the University in student services provided by the division. This involved contributions by the division to university operations of \$7.3M in the prior planning period from 2003-07, amounting to \$5.3M more than net earnings for the period;
- extremely limited resources, low margin operations, contributions or dividends to other university operations that far exceed divisional earnings, some existing inefficient cost structures, long-term mortgages on facilities that are in need of major renewal, and a maturity or decline in demand for many of the core services offered in an environment where service markets have fundamentally transformed, such as on-line text book sales, rendering a past successful operation partially obsolete and requiring major changes and renewal in marketing and distribution systems; and
- the need to inclusively engage a large service staff complement working in diverse units across a dispersed geographic area and the university community in a major program of renewal of services. This will be accomplished through developing a vision statement and operating purpose and philosophy, necessary and responsible risk-taking coupled with strong human resource and fiscal leadership in an environment of very low staff morale in some major areas and a protracted period without any significant renewal or change.

Some examples of operations within CSD that combine both tremendous opportunities and serious challenges are the Bookstore - Retail Services, Parking, Food Services and Residence. As the retail arm of the University, past Bookstore revenues show stable sales based on nominal values and a steady decline in the real value of sales based on the Consumer Price Index (Sask. Finance). The analysis in Table 2 below illustrates a decline in the inflation-adjusted value of sales for the period from fiscal 2003 to 2007 of \$1.13M.

Table 2: Bookstore Sales from 2003 to 2007 Compared to Sales Adjusted for Inflation

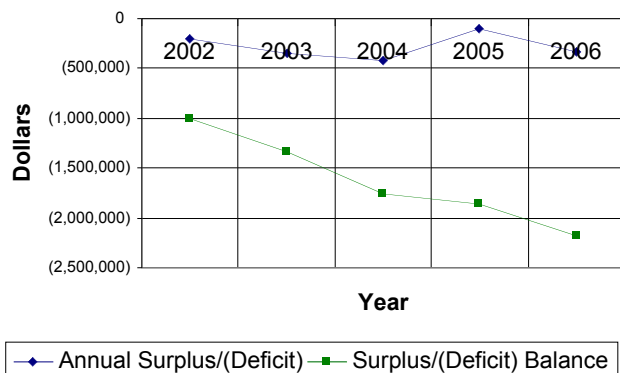
	2007	2006	2005	2004	2003
Sales of Services & Products	11,916,353	11,853,913	11,905,521	11,944,718	11,939,937
CPI Adjusted Sales (2003)	13,051,028	12,770,086	12,495,192	12,274,255	11,939,937
Sales Variance	(1,134,675)	(916,173)	(589,671)	(329,537)	

Thus an operation that historically has been very successful and has traditionally had strongly positive financial returns is clearly in decline and is in need of operational reform and substantial reinvestment to make it a viable entity in the future. The reasons for the decline in sales are a fundamental change in the method of book purchases towards on-line book sales and a market change towards modern and inviting bookstores. On-line college bookstores in the United States account for 10% of revenues on average of the retail services, with on-line sales representing an increasing share of overall revenues. This plan includes initiatives to begin to address this decline in sales and corresponding decline in net earnings.

Parking is another operation within CSD that has entered into a different business phase because of the opening of the Stadium Parkade and the amortization costs associated with this segment of the overall parking operation. Currently, visitor parking does make a 15% return on sales from operations including the Stadium Parkade. There have also been substantial improvements to parking operations in terms of enhanced services and efficiencies due to automation over the prior planning period. However, the Stadium Parkade does incur substantial losses within this operation of \$.82M in 2005-06 and \$.78M in 2006-07. This has severely compromised earnings potential within this area, although visitor parking net earnings were \$.36M in 2006-07 and provided a dividend to university operations of \$.4M.

Food Services operations apart from Hospitality and Vending are an operation requiring significant renewal as was indicated in the previous Integrated Planning process.

Chart 1: Food Services Deficit 2002-06



Review of Administrative Unit

Plan: Food Services

"This unit poses the greatest problem within the Consumer Services family Their operating statement for 2002/03 reports a loss of \$324,262. In the context of the University's structural deficit, this situation is not sustainable and must be remedied.

CPRC, 2003 Integrated Plan

Chart 1 presents the Food Services operation's financial performance from 2002-06. Some significant strides have been taken in introducing some branded outlets. Losses in fiscal 2007 were less than previous years indicating a possible change to the previous trend. This plan attempts to set reasonable operating goals and proposes initiatives for the renewal of the Food Services operation building on recent successes.

The Residence operations appear solid in terms of financial operations and success in the student life area with excellent working relationships with SESD. However, the most recent construction of residence facilities was 1976; the oldest residence facility was built in 1912. Although the buildings are very well maintained, there are substantial deferred maintenance projects within the eight facilities due to the aging infrastructure. In addition, many of the facilities operate with long-term mortgages (50 years) that extend well beyond the period when the buildings begin to require major renewal. Table 3 below outlines the divisional mortgages.

Table 3: Mortgage Balances (2007)

Mortgages	Base Mortgage	Interest Rate	Date Issued	Date Due	Yearly Payment	Principle Owning
Seager Wheeler	1,487,000	6.875%	Sep-1970	Aug-2020	105,835	906,515
Assiniboine/Souris	1,963,000	6.875%	May-1970	Apr-2020	139,714	1,196,696
Qu'Appelle/Qu'Appelle Addition/Marquis	2,744,000	5.180%	Dec-1965	Nov-2016	66,820	1,005,147
Stadium Parkade	13,700,000	5.986%	Sep-2004	Aug-2029	1,057,825	12,920,839
Totals (2007)	19,894,000				1,370,194	16,029,197

In a study completed through the Facilities Management Division using an external consultant, the deferred maintenance for the eight residence buildings was estimated to be \$9.1M (Stantec, 2006). The deferred maintenance in Marquis Hall, the production kitchen area, main dining area for residence students, and primary retail space is estimated at \$3M (Stantec, 2006). Table 4 below summarizes the deferred maintenance and replacement value of the facilities.

**Table 4: Residence Buildings-Marquis Hall
Deferred Maintenance (2006)**

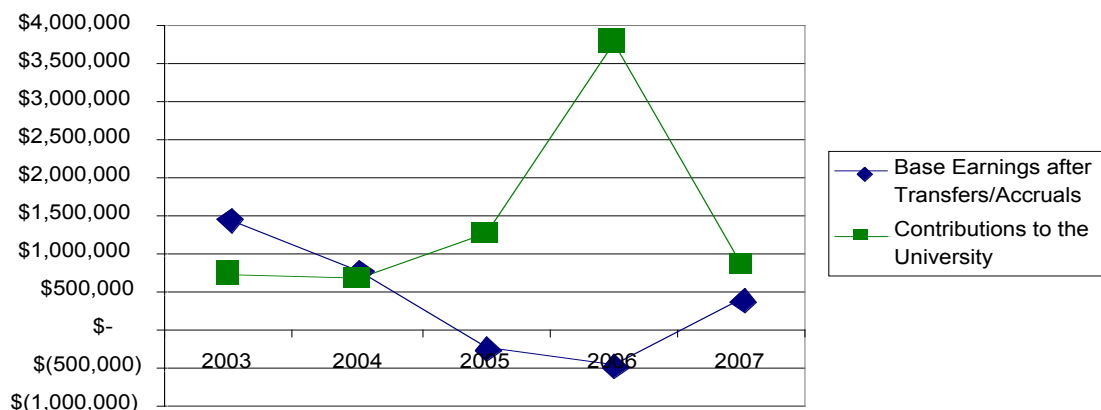
Facilities Operations	Year Built	Deferred Maint. (\$)	Usable Area (Square Metre)	Gross Area (Square Metre)	Replacement (Estimated \$'000s)
Residence Facilities:					
Saskatchewan Hall	1912	1,175,000	4958	6059	13,109
Qu'Appelle Hall	1916	670,165	3596	5173	14,566
Qu'Appelle Hall Addition	1963	801,000	1465	2053	4,336
Athabasca Hall	1964	1,469,500	4992	5997	11,720
Seager Wheeler Hall	1969	1,308,844	7359	8533	13,991
Assiniboine Hall	1969	1,809,000	6767	7755	12,825
Souris Hall	1969	1,128,500	5465	6317	10,494
Wollaston Hall	1976	742,130	6654	7988	12,825
Marquis Hall (Retail/Food Servs)	1964	3,003,000	3638	5471	11,954
Total		12,107,139	44895	55346	105,820

Note: Deferred maintenance reports were completed for all CSD facilities by Stantec in May 2006.

A significant issue within student housing services involves the University's current capacity to house its students. Currently the University of Saskatchewan houses approximately 6% of its student population. Post Doctoral institutions of similar size house between 12% and 25% of their students and are attempting to increase those percentages. In comparison to other Canadian university plans, University of Saskatchewan is far behind in terms of campus housing services for students and this status requires serious evaluation based on recruitment and enrolment objectives.

The operating situation points to a pressing need to reinvest both in operations and infrastructure. The situation becomes even more problematic since the dividends contributed to other University operations in the past planning period have exceeded net earnings by \$5.3M. This practice removes any resources available for reinvestment and places the division in a deficit. Chart 2 below illustrates the annual contributions over the last planning period in relation to earnings, for which contributions during the period exceeded earnings by 365%.

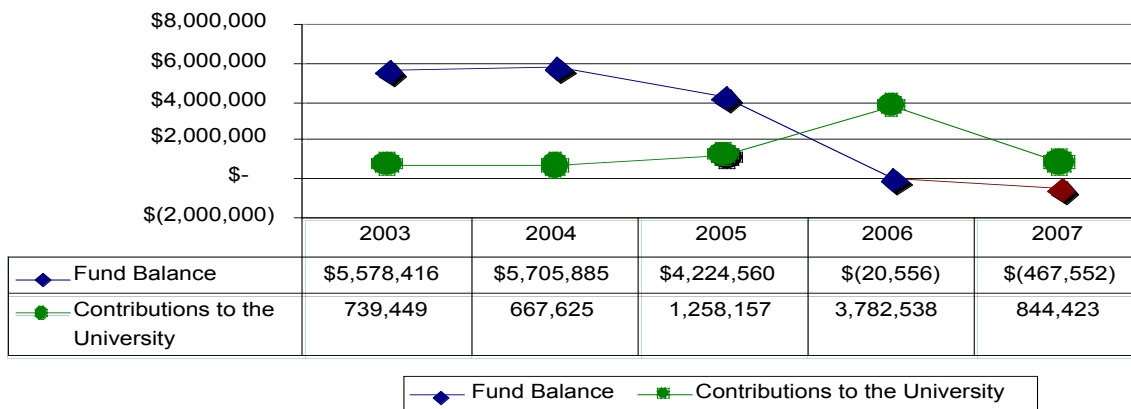
Chart 2: Dividends to University Operations Vs. Base Earnings



In this planning period the proposed initiatives may counter some of the negative consequences of this disinvestment. However, these internal transfer practices, transacted in the last planning period, coupled with the lack of reinvestment, have created

a situation where the division operations are indemnified, without the capacity to invest in operational or infrastructure renewal. Chart 3 below illustrates this situation.

Chart 3: Divisional Fund Balances and Contributions to the University



The practices and principles that have led to this disinvestment, together with the urgent need for a reinvestment mechanism, require a **fundamental rethinking based on a better appreciation** of the need to continually reinvest in services to sustain and enhance student life and improve university community services. It is of critical importance to recognize the implications that practices of disinvestment have on the sustainability of services and staff morale. There is no question that the monies earned by CSD are public University funds and that their uses are at the discretion of the University. Nonetheless, the services provided by CSD are public services and the facilities are public buildings which require watchful stewardship and continual renewal. The audit of services requested by PCIP should not only review the division's services, it should also consider the disinvestment

that has occurred in these services and establish a mechanism for reinvestment that provides for good stewardship of the services and facilities to provide for sustained renewal of services and facilities. The audit should not simply address the amount of the disinvestment. It should also consider the extent of the transfer of funds, such that in 2006/07 the \$.88M transfer exceeded divisional fund balances by \$.44M. Table 5 summarizes the operations for fiscal 2003 to 2007.

The transfer of dividends in excess of earnings creates a situation where a unit or organization is not able to reinvest part of its earned resources to continue to sustain itself and its operations. It is even more unsettling when these funds are being removed from a division that involves operations that serve the basic needs and services of UofS students. Such removal of funds indemnifies the very operations that are in dire need of reinvestment and fails even to consider that these facilities have \$12M in deferred maintenance costs.

The following table is an outline of the overall strength, weaknesses, opportunities, and threats in the division's operations.

Table 5: Summary of Financial Position (2007)

Financial Operations (Fiscal 2007)	Amount (\$)
Beginning Fund Balances (Fiscal 2003)	4,855,340
Operations (Fiscal 2003-2007)	
Revenues	148,620,775
Operating Costs	146,651,475
Net Revenues	1,969,300
Dividends/Contributions to University Operations	7,292,192
Excess(Deficiency) of Dividends/Contributions Over Net Revenues	(5,322,892)
Ending Fund Balances (Fiscal 2007)	(467,552)
Reserve Balances:	
Residence Building Reserves	223,033
Printing Services Document Solutions	341,220
Total Reserve Balances (2007)	564,253

Note: reserve balances are included within the overall fund balances.

Strengths, Weaknesses, Opportunities, Threats

Unit SWOT Analysis	Strengths	Weaknesses	Opportunities	Threats
Human Resources	<p>Long-term dedicated managers and staff with a service culture and identity and new management with experience in similar capacities</p> <p>Strong orientation towards cooperation, problem-solving and developing working relationships within areas, between university units, and in the service of the university and community</p> <p>Beginning a period of taking a more strategic approach to services based on university enrolment plans, academic requirements, and general service basis</p>	<p>Division does not have mechanisms and communication that unites diverse groups and there are few applied standards to enhance services and develop employee training programs and career progression opportunities</p> <p>Position roles, decision-making responsibilities, and authority are un-defined and problems also exist in organizational structures leading to conflicting values and interests, inability to match positional responsibilities and accountabilities</p> <p>Lack of defined direction and mandate for division along with limited management and staff engagement and mechanisms for input to encourage problem-solving and progress</p>	<p>Development of integrated plan with a direction and standards for divisional performance and the development of divisional and unit plans and initiatives to begin to build a unified direction with an emphasis on openly planning, and integrity in what we say and do through actions that are aligned with the plans</p> <p>Develop position profiles for all positions with clarity in responsibilities, authority, qualifications and experience, and develop systems for record-keeping and administering that enable the operations to meet contractual and legislative requirements and efficiently provide services</p> <p>Begin an approach to take an inclusive, collaborative, and partnership-based approach with students, staff, and the university community to planning and development based on major initiatives outlined in plan that will engage and motivate staff and students</p>	<p>An inability by leadership to communicate the gravity of the importance and necessity for change and to implement a new direction in the best interests of students and the university, with an existing culture of retention of the status quo and resistance to limited changes, which will not enable the operations to survive or grow to meet student and community needs in a dynamic and competitive environment</p> <p>A lack of trust, transparency, openness, strength of commitment, and integrity in the division's leadership will signal serious difficulties in a future situation that appears both challenging and constrained in both financial and operational terms</p> <p>Inability to resolve the issues of high rates of absenteeism and some labor cost structures that are highly inefficient in retail service areas, and to initiate processes for competitive rather than seniority-based hiring</p>
Financial	<p>Financial flexibility in managing ancillary and production operations</p> <p>Financial accountability and responsibility exists in many areas with a balanced approach of recognizing the need to provide effective services within a realistic financial framework</p> <p>Favorable financing rates for capital projects and re-investment opportunities</p>	<p>No existing mechanism for re-investment and renewal of areas or closure of outlets based on projections for performance and performance standards in an environment where the current life cycle of many of the operations is in the declining stage</p> <p>Existing cost and agreement structures that are not rational in an operating environment where operations are both competitive and requiring significant and transformational change</p> <p>Past planning period of disinvestment in consumer service areas based on other priorities with a \$6.5M transfer of funding at a time of \$12M in deferred maintenance and existing operations and equipment in dire need of attention in terms of re-investment and renewal</p>	<p>Develop an agreed upon mechanism for re-investment at the divisional and unit level that enables the division and units to renew operations and facilities based on university, divisional, and unit themes that aligns and supports both the managers initiatives and university/division themes</p> <p>Re-negotiate over a period of time new costs and agreements that are better aligned with the realities of the environment in which the units operate and assertively pursue cost agreements and structures that are realistic given the tight margins of the operations</p> <p>Seek renewal of operations through reinvestment in services to begin a new life cyclical for many of the operations in a new era more dependent on technological efficiencies, on-line services, more variety/choice, and brand identification</p>	<p>Inability to negotiate balance between re-investment and contributions paid out by division's operations due to annual dividends that exceed actual earnings choking the units and division's ability to re-invest part of earnings for renewal and growth which will then diminish future sustainability of operations, and diminish future capacity to continue to re-invest for renewal and make larger annual contributions into the future</p> <p>Inability to reach agreements on new cost structures due to competitive forces that create pressures to renegotiate more favorable terms for internally supplied services provided to students and the university community</p> <p>Lack of political will and risk aversion in making difficult decisions in terms of future operations and taking actions that provide for the re-investment in the division and the student life theme which align with the integrated planning direction</p>
Facilities	<p>The core infrastructure of nine buildings are well maintained for their age, custodial services are excellent, and some planning has begun for dealing with the deferred maintenance over time</p> <p>The locations of Marquis Hall and the residence facilities on campus are central for students and off-campus residence facilities are located very close to campus</p> <p>Well managed facilities in nine buildings with service staff hired as part of the units to meet special needs of residence and food service units</p>	<p>Extended period without a major renewal of operations and renovations to upgrade facilities, with many main facilities that have poor access for disabled and are not inviting and upgraded for the community</p> <p>Backlog of deferred facility maintenance in amount of \$12M for 9 buildings and long-term (40 year) mortgages for buildings that are due past the standard depreciation periods and past the point where the buildings require extensive renewal and revitalization</p> <p>There have been decades of planning for new student housing without the addition of a single unit or the implementation of any plans due to inability to self-fund residence units</p>	<p>An opportunity exists to renew Marquis Hall in terms of centralizing retail and food service operations in order to develop a sense of place of community on campus for students and staff to converge, and which will also serve as the main conference and special events area for the university</p> <p>An opportunity exists to put a realistic program in place to renew and re-vitalize existing residence units and other facilities within the division and to explore creative solutions to cost and labor issues within the university and local market</p> <p>The acknowledgement that residences will likely not be self-funding in an era where demographics and enrolment planning stress the future importance of increasing residence facilities allows for exploring creative solutions where the possibility exists of funding additional residences from other operations within the division and sources of external funding</p>	<p>Internal cost structures and fees in terms of maintenance, renewal and construction may be problematic when applied to operations that are based on competitive margins and operating factors</p> <p>Large amount of planned construction in local area with shortage of skilled workers may make construction progress more costly and less timely</p> <p>Lack of internal direction and progress in planning for renewal and additional residence units will allow the facility plans to continue without implementation resulting in planning fatigue and a loss of energy and commitment by managers and staff</p>

<p>Technology</p>	<p>Talented and creative technology group</p> <p>Major technology infrastructure and trend towards development of greater capability</p> <p>A recognition of the efficiencies and importance of technology in marketing and operations</p>	<p>Lack of direction or prioritizing of technology projects leading to conflicts and use of information technology expertise in resolving issues of priority rather than investing skills and abilities in developing applications and technology</p> <p>A technology structure that is quite complex and costly which involves an inter-departmental contract and requires ongoing role definition and maintenance through open communications and dialogue</p> <p>Lack of existing replacement, renewal, and review guidelines and provisions for existing equipment and applications</p>	<p>An opportunity exists to develop and communicate technology priorities based on the integrated plan and to ensure these priorities are completed based on established priorities</p> <p>An opportunity exists to continue to build and develop the existing talents and skills of the technology staff internal and contracted to the division in an effort to enhance the current structure and to develop new applications based on project plans</p> <p>A comprehensive plan can be completed that inventories current equipment and dates, as well as software applications, and provides for a program of cyclical renewal of equipment and review and upgrading of applications</p>	<p>Annual cost of technology group may be problematic for operating units and we must determine the ability to continue priority application development and maintaining expertise in this area if costs must be constrained or reduced in the future</p> <p>The technology agreement is based on an annual contract with another university group with some technology employees within the division which could create dissension and difficulties due to a different culture and a dual reporting structure with distinct priorities and cost capabilities</p> <p>A comprehensive plan could be difficult to develop because of a lack of trust in the potential success of a priority plan and/or competitiveness within areas for applications development</p>
<p>Mandate</p>	<p>General recognition on campus of services and benefit provided with huge service capacity and depth of knowledge, experience, and strength in service fields</p>	<p>Lack of overall university community knowledge and guidelines of services and guiding philosophy with recommendations to users and units in terms of prices, use of services, expected returns, and use of returns coupled with a lack of assertiveness in providing services which has led to multiple competing elements on campus for the same services</p>	<p>Become a point of service contact to minimize student and staff time, exploit economies of scale and service capacity to reduce costs/prices, and utilize in-house expertise by clearly identifying the services available to the university community which the areas are best at providing and explore options in terms of being a single stop service provider by bidding out related services to external firms</p>	<p>The difficulty in establishing a mandate and a preference for service contacts is to ensure a high quality of service is provided and pricing is reasonable, and without some existing promised standards this is not possible, so there is a risk in developing standards and more capacity without a corresponding commitment to at least some preference as a primary service provider</p>
<p>Measuring Standards</p>	<p>Current ad hoc student and customer surveys, memberships in university organizations who have developed benchmarks, and local external price and service standards enable establishing comparative measures with recognition of changing environment and need to tailor comparative standards for own operations and unique situation</p>	<p>Ability to open source without a prior agreement and mandate regarding costs and service levels could lead to under-utilization and excess capacity with inconsistent and unpredictable usage resulting in inability to maintain cost efficiencies and predict services required</p>	<p>Develop standard surveys throughout areas and openly compare pricing and services offered based on other universities and external organizations to provide services which operations are best at providing, to ensure directions are established to define what operations are best at providing, and what services may be forgone to other organizations more capable of providing the specific services required</p>	<p>There is a risk of using comparisons of other universities and operations based on short-term and broad comparative measures without recognizing the short-term need to allow time to negotiate new cost and agreement structures and make internal improvements to operations that will make the operations more effective and efficient, as well as also recognizing that some financial and operating decisions have been made in other areas to continue or implement various operations that have a negative financial impact on the division's current financial performance</p>
<p>Social Responsibility</p>	<p>Recent actions to promote sustainable practices based on facility plans and special events (Congress)</p>	<p>Aging and inefficient infrastructure which will continue to require resources to heat that far exceed current construction with pressures on other social responsibility factors that are very costly for marginal operations</p>	<p>An opportunity exists to put in place a social responsibility program that is both socially responsible and cost saving, which will begin first by addressing larger cost issues such as energy consumption and begin to explore fair trade options and other biodegradable and sustainable initiatives</p>	<p>A threat exists in a failure to plan this program effectively and have the focus change to more easily solvable issues rather than considering quite broadly the ecological footprint made by this division in terms of its ordering of goods and in its operation of large facilities and implementing this long-term plan in a balanced way that accounts for the social priorities, costs, and cost savings</p>

4. Strategic Initiatives 2008-09 to 2011-12

a. University/Division Level Initiatives

The following are the five initiatives which form Consumer Services Division's University/Divisional plan.

INITIATIVE I: REINVESTMENT AND RENEWAL OF SERVICES

Description	<ul style="list-style-type: none"> -Develop a mechanism that will signal a four-year period of sustained renewal of operations and capital expansion projects that involve reinvestment in Consumer Services Units: Retail Services, Food and Hospitality Services, Residence, Printing Services Document Solutions and Distribution, and Parking. An illustration of a reinvestment rate for the four year period would be 3% of sales for capital expansion plans which involves re-payment of a capital loan and 1.5% of sales for annual operational renewal. -Develop criteria for re-investment in projects and termination of operations based on defined priorities for services and expected financial returns. -Direct current annual contributions to Kinesiology based on existing agreements, continue transfer of 1.5% of sales for administrative support, and define remainder amount of contribution to the University that will not exceed net earnings and will allow for a period of reinvestment for renewal.
Objectives/ Outcomes	<ul style="list-style-type: none"> -The practice of creating a deficit in an area through transferring out funds in excess of earnings is unwise stewardship and must cease, to be replaced with an agreement on appropriate goals for earnings and recommended amount of transfers. -Reinvest in operations based on criteria of developing student and university community services congruent with University themes, performance and quality, financial feasibility, and sustainability. -Create capability to utilize funds generated through sales and net earnings to finance major renewal projects for Marquis Hall and an expansion for Residence units. -Provide units within CSD with sustained capability and opportunity to continuously revitalize their operations based on an annual reinvestment rate guided by their initiatives within this plan. -Articulate principles and guidelines based on earnings, current situation, and comparative analysis with other universities to determine a long-term fair and reasonable amount contributed by the division on an annual basis to student scholarships that does not exceed earnings. -Enhance stewardship since divisional and unit projects are funded based on approved initiatives in the Integrated Plan in a transparent and approved process aligned with University themes. -Examine and communicate fundamental difficulties created by an excessive dividend to University operations in the first Integrated Planning cycle with a dividend exceeding net revenues by \$5.3M that created a divisional deficit. Identify and address systemic reasons for how these excessive transfers could have occurred in a time of very serious operational deficiencies and \$12M in deferred maintenance. -Establish reinvestment principles that ensure for renewal appropriate to sustaining and enhancing operations and develop recommendations on dividends that prevent putting the operations at risk and that certainly will never exceed net earnings of the division.
Revenues/ Costs	<ul style="list-style-type: none"> -The divisional net fund earnings in 2006/07 prior to contributions to the University were \$401,830; contributions of \$844,423 lead to a dividend created deficit for the year of \$(442,593). The mechanism for re-investment will cost approximately \$1M per year and will be funded by sales which will initially create a further deficit, with the amount depending on the size of the continued contribution. -Projected divisional earnings can continue to fund a 1.5% administrative fee and the agreement to Kinesiology for Huskie sales. The remaining retained funds could be

	<p>reinvested for student housing expansion, student housing repair, Marquis renewal, and operational revitalization.</p> <ul style="list-style-type: none"> -Reinvested revenues in capital projects will be required to meet a 5% overall financial return objective of 15% for surface visitor parking; 5% for retail service and structured parking operations; and 3% for residence, food services, and printing investments. Other combinations of funding will have to be obtained for any projects that do not meet these standards. Thus, there will be a long-term positive return based on the reinvestment. -Reinvested revenues in operations are expected to meet a 5% rate of return on average. -It is difficult to quantify the cost to the university of this proposal since it involves reinvesting current earnings. Without such reinvestment, there will likely be no future earnings to contribute. In fact, there may be substantial annual losses. The budgeted contributions for 2006-07 are \$1.04M, with \$.14M to Kinesiology, \$.15M to Admin, leaving \$.75M for consideration. This proposal takes a long-term view that in suspending part or all of these current dividends, the division will be permitted to reinvest to renew services by expanding in priority areas such as student housing. This in turn will generate a larger annual dividend in the long run while contributing both currently and in the long-term to university themes and enrolment plans. 	
Performance Measures	<ul style="list-style-type: none"> -Increased satisfaction of students in services and greater participation and feedback through a new student undergraduate forum. -Revitalization of units measured by a steady increase in performance to Year 4 which will report an increase in gross sales of 5% and an increase in net revenues of 3% of sales. -Improvements in safety, accessibility to areas, facility upgrades and functional use, and operations based on performance beginning in 2009 and completed by 2012. -Increase in divisional and unit morale measured by a significant participation increase in employee satisfaction surveys by 2009, supported by a method of completing surveys that enables CSD staff to participate since many may not have computer access or technical skills currently required to complete the surveys, and a marked increase in employee satisfaction each year after 2009 throughout the remainder of planning period. 	
Responsibility	Director of Consumer Services	
Timeline	<p>2008</p> <p>2008</p> <p>2009-12</p>	<ul style="list-style-type: none"> -Implement reinvestment and renewal financial plan. Seek approval on reinvestment proposal based on partial or compete suspension of pure dividends for the period of the second integrated planning cycle. Reinvest dividends in scholarships if earnings exceed reinvestment formula. -Begin major reinvestment and renewal of operations aligned with student experience and high performance themes. -Continue to reinvest additional net earnings in renewal and revitalization.

INITIATIVE II: STUDENT HOUSING: ACCESSIBILITY AND AFFORDABILITY TO UNIVERSITY

Description	This proposed University level theme involves the development of a well-defined program and plan to expand student residence units. The plan will support University student enrollment objectives and student housing market requirements. It will also include a responsible financial proposal to fund the costs of construction and operations of student housing facilities. This plan recognizes that a student housing construction project is not feasible on a stand-alone basis, and yet correspondingly increased student housing represents a significant contribution to the continued and future success of the University in terms of student recruitment, student life, and alumni relations development. Thus, it is incumbent on the division in this planning period to engage in actively seeking partnerships and creative solutions to make expanded student housing a reality, which will support student recruitment plans and alleviate the current and projected long-term student housing shortage.						
Objectives/ Outcomes	<ul style="list-style-type: none"> -A well-defined program of family housing, apartment style housing, and dormitory units required to meet student housing accessibility needs and enrollment objectives. -Comparative analysis of western Canadian universities and their student housing program and analysis of the current and future market for housing in Saskatoon. -Targeted housing to meet family, aboriginal, and international student housing needs and other enrolment objectives, coupled with student life programs. -Development of a phased-in priority plan to expand student residence units and upgrade current student housing. -Construction of additional student housing during four year planning period and firm timelines for future housing construction. 						
Revenues/ Costs	<ul style="list-style-type: none"> -There are a number of financial opportunities available recognizing that expanding student housing will not be a self-funding initiative with the best opportunity available based on Initiative I. -The project could be self-funding within the division if the University supported reducing or eliminating the current annual dividend paid to University operations of \$1.06M in 2007-08 less approximately \$285K for the Kinesiology agreement and administrative costs, and directing part or all of this prior contribution towards divisional renewal and expanded student housing for the planning period. -The student housing initiative may be completed with external or University partnerships and collaborative efforts to finance the costs. -The initiative may be partly financed by increasing current rents above the rate of inflation, although this is not recommended since an increase in rents should address the current major deferred maintenance issues in restoring and upgrading the eight residence buildings and Marquis Hall. 						
Performance Measures	<ul style="list-style-type: none"> -Progress in this initiative will be measured by the following outcomes: establishing targets for student housing based on general enrolment and enrolment objectives for specific groups (i.e. UofS 6% current, UofA 12.5% of enrolment, UBC 25% of enrolment with planning for 35%) -Development of partnerships for expanding student housing, analysis of the market with projections and enrolment plans. -A well-developed program for student housing requirements including types-amount-location of student housing based on specific groups such as family, aboriginal and international students -Establish phased-in timelines and construction plans for increasing student housing; progress made in sustaining the student life program. -Finalize and implement plans for upgrades required in the current facilities. 						
Responsibility	Director of Consumer Services, Director of Student Housing						
Timeline	<table border="0" style="width: 100%;"> <tr> <td style="width: 15%; vertical-align: top;">2008</td> <td style="vertical-align: top;">Determine partnership opportunities, achieve recommendations on divisional ability to reinvest earnings in this initiative, and define housing targets and program.</td> </tr> <tr> <td style="vertical-align: top;">2009</td> <td style="vertical-align: top;">Complete plan with phased-in construction with budgets and timelines.</td> </tr> <tr> <td style="vertical-align: top;">2010</td> <td style="vertical-align: top;">Begin Phase I construction</td> </tr> </table>	2008	Determine partnership opportunities, achieve recommendations on divisional ability to reinvest earnings in this initiative, and define housing targets and program.	2009	Complete plan with phased-in construction with budgets and timelines.	2010	Begin Phase I construction
2008	Determine partnership opportunities, achieve recommendations on divisional ability to reinvest earnings in this initiative, and define housing targets and program.						
2009	Complete plan with phased-in construction with budgets and timelines.						
2010	Begin Phase I construction						

INITIATIVE III: MARQUIS HALL RENEWAL: STUDENT COMMUNITY - A SENSE OF PLACE

Description	<ul style="list-style-type: none"> -This initiative involves major renovations to Marquis Hall to create an updated and inviting space consisting of social, retail, food services, and other spaces designed as community space for students and the university community. -The space will function primarily as a central gathering place on campus and it will host retail services, residence dining, conferences, and the food services primary kitchen. 						
Objectives/ Outcomes	<ul style="list-style-type: none"> -A proposed outcome of this initiative is the renewal of Marquis Hall Services and Facilities in order to develop a vibrant and inviting central sense of place of community on campus. -The Bookstore will be completely transformed into an inviting retail centre on campus with the possibility of incorporating space for other retail outlets on campus such as the Centre Shop and Campus Computer Store. -The food services in Marquis Hall will be completely changed to a fresh food concept for the retail and residence areas. -The renovation will also upgrade the event functions and capabilities to host special events and major functions. -Improvements will be made to ensure access for disabled to the retail area and food service area. -Other functions such as copyright services, student cards, and any other student services could also be included within this area. 						
Revenues/ Costs	<ul style="list-style-type: none"> -A comprehensive Business Plan will form part of this initiative that projects the costs and additional revenues for this renewal. -The costs of this initiative would be part of the reinvestment and renewal of services proposed as a capital expenditure financed by a future percentage of annual revenues of the division based on Initiative I. -Reinvested revenues in capital projects will be required to meet a 5% overall financial return objective for retail services and 3% for food services. -Other revenue and cost advantages exist due to economies of scale as the food service revenues expand and the residence student meal plan is provided to a greater extent through Marquis Hall rather than dispersed somewhat to the other food service outlets with a declining balance plan. -There will also be savings by combining retail outlets including some savings in lease costs. 						
Performance Measures	<ul style="list-style-type: none"> -Increased overall sales in Marquis Hall retail services and food services. -Student numbers visiting Marquis Hall. -Student survey of satisfaction of services in area. -Increase in staff morale through reduced absenteeism -Increase in international students on meal plan 						
Responsibility	Director of Consumer Services, Director of Retail Services, Director of Food Services						
Timeline	<table border="0" style="width: 100%;"> <tr> <td style="width: 20%;">2008</td> <td>Plan construction in three phases: Phase I retail on part of main floor; Phase II food services; Phase III expanded retail on main level.</td> </tr> <tr> <td>2009</td> <td>Complete Phase I and II.</td> </tr> <tr> <td>2009-12</td> <td>Possibly complete Phase III – dependent on tenancy.</td> </tr> </table>	2008	Plan construction in three phases: Phase I retail on part of main floor; Phase II food services; Phase III expanded retail on main level.	2009	Complete Phase I and II.	2009-12	Possibly complete Phase III – dependent on tenancy.
2008	Plan construction in three phases: Phase I retail on part of main floor; Phase II food services; Phase III expanded retail on main level.						
2009	Complete Phase I and II.						
2009-12	Possibly complete Phase III – dependent on tenancy.						

b. Division/Unit Level Initiatives

INITIATIVE IV: OPERATIONAL REVITALIZATION

<p>Description</p>	<p>-This initiative entails transforming the environment to make it capable of sustained progressive change. This involves collaborative development of a vision statement combined with an operating purpose/philosophy based on University values and themes. This focus on safety on a system-wide basis, establishing trust in leadership, collaborating with staff and the university community in setting a direction for the operations, a changed approach to human resource leadership within the division to increase transparency and communication, rewarding the people who challenge the processes and take responsible risks, acceptance of failure based on responsible and accountable decision-making, and stewardship of services and resources in establishing service and performance standards.</p>
<p>Objectives/ Outcomes</p>	<ul style="list-style-type: none"> -Ensure health and safety as a divisional wide priority and act firstly based on safety and health as the top priority to implement systems, train staff in safety, and identify and address safety concerns promptly. -Enhance services for students and the campus community with standards for services and supported financial outcomes with an example of targets for food service outlets making net earnings prior to any central management costs of 3% within 3 years, retail services net earnings of 5% within 3 years, and establishing financial goals for other areas to enable reinvestment within the area, divisionally, and to provide contributions to the University. -Improve staff morale by engaging management and staff of the division with a sense of direction and purpose in providing excellent services to students and the campus community through a collaborative process in setting the overall vision and direction for operations. -Take acceptable risks in leveraging projected future earnings to renew services and build wealth for the University in terms of enhanced future service capacity, updated and functional facilities for students and the community, and meeting earnings goals. -Communicate the main divisional priorities based on the Integrated Plan to enhance services and operations rather than on other projects that are not University or divisional priorities. -Develop a system and agreements with areas that enables managers to be rewarded for overall performance and working effectively/productively together towards divisional and University themes. -Provide managers with the capability to plan, continue to sustain and renew operations, and operate in a supportive environment with matching responsibility and authority. -Create a progressive and dynamic work environment both by supporting and encouraging progress and removing structures and processes within a system that have supported and enabled a protracted situation of inertia. -Improve and update the operations, with an emphasis in making improvements in all support areas from human resources, financial stewardship, facilities planning and development, and information technology. -Take leadership responsibility for performance goals and outcomes and resolve in taking the many difficult decisions necessary to reform operations in an environment of incomplete information and uncertainty. -Negotiate different cost structures for leases and review all operating expenses to ensure they are aligned with the divisional themes and are reasonable within the current financial framework. -Develop program for sustainability and social responsibility. -Develop campus services web-site with CSD web-site for administrative and planning information

Revenues/ Costs	-This long-term initiative is a combination of items that require successful implementation. Although it is difficult to quantify many of the items, the setting of financial goals will increase earnings in food services (3% goal) and retail services (5%) that are applied to overall divisional earnings. This would result in an annual return of \$900K per year by the end of the planning	
	cycle ensuring a sustained annual contribution to scholarships.	
Performance Measures	-Student and university community surveys of services. -Performance framework for net earnings goals. -Standards of qualifications within areas for career progression.	
Responsibility	Director of Consumer Services, Director of Retail Services, Director of Hospitality/Food Services, Director of Student Housing, Director of Printing Services and Distribution, Manager of Parking	
Timeline	Early 2008 2008 2009-12	Communicate direction of Integrated Plan; Collaboratively set financial targets with five year projections; develop web-sites; create performance and reward criteria; develop mechanism for reinvestment. Set service performance measures (surveys); begin to negotiate different cost structures; serve as initial pilot division on health safety and management system implementation; complete position profiles; and begin investments in renewal. Establish career progression possibilities with clear guidelines on qualifications; Develop and implement sustainability plan.

INITIATIVE V: SUPPORTING UNIT INITIATIVES

Description	<ul style="list-style-type: none"> -This initiative involves providing support and direction to the five main areas within consumer services: retail services, student residences, printing services document solutions and distribution, and parking. -Support attainment of managers' goals and plans for areas in operations, planning, and development by rewarding the people who challenge the processes and take responsible risks, accept failure based on responsible and accountable decision-making. -Support service areas including human resources, financial reporting and analysis, facilities planning, and information technology -Provide leadership in integrated planning, developing organizational structure, and establishing broader direction and goals -Serve in central coordinating and support role for areas within division to ensure best use of resources -Serve as University representative and external representative for the division. -Provide central communication role for overall direction. 						
Objectives/ Outcomes	<ul style="list-style-type: none"> -Success in attaining the initiatives of the units in all five areas that are closely aligned with divisional goals and university integrated planning themes. -Better coordinated operations with clear directions and purposes. -Serve in supportive role to assist leadership in overcoming barriers to accomplish goals. -Focus strongly on performance and encourage accountability and responsible risk-taking. -Enhance divisional support services for managers and coordinate university support services for areas. 						
Revenues/ Costs	<p>-This is a support initiative and the central or divisional cost of the function is funded by the operational areas.</p>						
Performance Measures	<ul style="list-style-type: none"> -Success of units in completing initiatives through integrated plan reporting process -Establishing performance framework for achieving goals. 						
Responsibility	<p>Director of Consumer Services, Director of Retail Services, Director of Hospitality/Food Services, Director of Student Housing, Director of Printing Services and Distribution, Manager of Parking</p>						
Timeline	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top; width: 20%;">Early 2008</td> <td>Coordinate Integrated Planning process with one divisional plan and five unit plans integrated within one plan, support ongoing development of plan with five year financial forecasts.</td> </tr> <tr> <td style="vertical-align: top;">2008</td> <td>Prepare report with recommendations of central, divisional and unit support services. Continue ongoing support of directors/managers in division as 50% of positional roles.</td> </tr> <tr> <td style="vertical-align: top;">2009-12</td> <td>Continue to develop central divisional support services in collaboration with areas for human resources, financial management, facilities services, and information technology.</td> </tr> </table>	Early 2008	Coordinate Integrated Planning process with one divisional plan and five unit plans integrated within one plan, support ongoing development of plan with five year financial forecasts.	2008	Prepare report with recommendations of central, divisional and unit support services. Continue ongoing support of directors/managers in division as 50% of positional roles.	2009-12	Continue to develop central divisional support services in collaboration with areas for human resources, financial management, facilities services, and information technology.
Early 2008	Coordinate Integrated Planning process with one divisional plan and five unit plans integrated within one plan, support ongoing development of plan with five year financial forecasts.						
2008	Prepare report with recommendations of central, divisional and unit support services. Continue ongoing support of directors/managers in division as 50% of positional roles.						
2009-12	Continue to develop central divisional support services in collaboration with areas for human resources, financial management, facilities services, and information technology.						



Printing Services Document Solutions Division

The Second Integrated Planning Cycle - 2008/09 to 20011/12

INTRODUCTION

Printing Services Document Solutions, a key service provider to the students, faculty and staff, is a member of the Division of Consumer Services.

The mission, vision, values and goals of Printing Services Document Solutions are:

Mission: To support the mission, vision and values of the University of Saskatchewan and to do that by working collaboratively and supportively with the University of Saskatchewan community.

Vision: Printing Services Document Solutions will be an integrated service provider, focusing on excellence, quality and customer service.

Values: We value: excellence, integrity, diversity and people.

Goals: Our goals are: to improve educational quality through effective and efficient services that support teaching, research and staff support functions; to improve responsiveness and accountability by assuring financial stability and resources that will sustain growth consistent with our vision.

Printing Services Document Solutions was established more than 50 years ago to provide service and support to the University of Saskatchewan campus community. Its very first undertaking in the early 1950s was to produce and print exams, a service this unit continues to provide to the University of Saskatchewan to this day.

As of 2007, *Printing Services Document Solutions* is a nearly \$2 million per year operation which designs, produces, and prints high quality academic journals,

posters, brochures, conference documents, and a wide variety of custom-designed products. As of March 2002, it also began operating the Learning Resources Centre which now produces close to 700 student coursepacks annually and which handles all copyright-clearances for this courseware, a considerable and growing area of endeavour. In addition, *Printing Services Document Solutions* produces 25 million digital copies annually at the central plant and the six copy centres it operates throughout campus.

Over the last 50 years, the story of this “in-house” printing service has been parallel to the story of the overall and international print industry. That is, it has been a story of continual change and adaptation. The history of changing services and technologies has also been reflected in the series of different names this unit has carried: from the “Mimeographing Department,” as noted in the 1955-56 University telephone book; to the “Duplicating Department” as it was renamed the following year; to “Stenographic and Printing Services” as it became known in 1960-61; to the broader, less technology-specific title of “Printing Services” which stood from 1962 to 2006.

Its most recent title, *Printing Services Document Solutions*, was chosen in order to reflect the latest round of changes in the print industry, the move toward electronic document storage and archiving, as well as the expanded areas of consultation now offered by the unit.

Summary of current services:

Printing Services Document Solutions currently offers the following services to University of Saskatchewan faculty, staff, and students, as well as to its significant number of off-campus clients:

- high quality digital colour printing
- high speed black and white digital printing
- offset printing
- bindery services
- design/pre-press
- custom products (such as business cards, stationery, carbonless forms, newsletters, flyers, brochures, tickets, books/academic journals, posters)
- custom courseware service (student coursepack production including all aspects of copyright clearance)
- network copying
- desktop publishing
- six satellite copy centres throughout campus (in addition to the main plant)

As of this Second Planning Cycle for the University of Saskatchewan, *Printing Services Document Solutions* finds itself uniquely poised to embark on an ambitious plan to redefine itself and its services, its relationship to other campus units, its manner of providing services to those units, and its methods of supporting the overarching strategic goals of the University itself.

True to its long and successful history of adapting to both changing print technologies and the changing needs of a growing University, *Printing Services Document Solutions* has recently undergone a telling name change. Known as *Printing Services* since 1962, this integrated plan will clearly show that the addition of the words “Document Solutions” to its title will prove to be far more than a cosmetic change. In fact, this recent name change is indicative of the profound changes to the services and support this unit will be offering the University throughout the 2008/09 - 2011/12 planning period and on into the future.

This Integrated Plan will also show that while evolving technologies, increased competition from off-campus vendors, the absence of University policies either mandating or strongly encouraging the use of campus consumer service division units such as Printing Services, and rapid and drastic shifts in client demands have all posed challenges to this unit, they are challenges which have quickly been identified as promising opportunities for the redefinition, repositioning, and overall evolution of this unit.

Recent client surveys, industry studies, and an analysis of trends in the international print industry and market suggest that better alignment with and collaboration among this unit’s University partners would allow this unit to offer more targeted, efficient, and valuable service to the University.

In particular, this unit has identified potential collaborations with the Division of Media and Technology (DMT), with the Student and Enrolment Services Division (SESD) – including its Marketing and Student Recruitment area, and with Information Technology Services (ITS) as holding key potential in moving the unit further toward providing even higher value service to the University. A collaborative and coordinated approach to assessing print and other document-handling needs across many divisions on campus is seen as key to both the unit’s long-term success and the increased success of the University.

An integrated approach to a multiplicity of specialized services for units across campus would allow the University to better target services and communications to both current and prospective students.

These partnerships could become particularly beneficial as *Printing Services Document Solutions* explores ways to move further toward the newest frontier of document and data handling— variable information. (Variable information allows for highly customized and personalized documents such as recruitment brochures identifying the potential recruit by name and with images chosen to reflect that recruit’s own particular interests. Given that variable information depends on reliable use of confidential University databases, this unit perceives itself as ideally suited to handling such work.)

Printing Services Document Solutions has long understood that its goals should always be seen as part and parcel of University-wide goals, particularly those pertaining to communications, advancement, recruitment, and student services. This outlook is one that will continue to make this unit successful as it moves to build stronger relationships among its campus partners.

What is more, this Integrated Plan will outline this unit’s commitment to building upon its inherent strengths as an on-campus, “in-plant” facility and to extending the full range of benefits this offers the University.