



UNIVERSITY OF NOTRE DAME

AUXILIARY OPERATIONS

2016/17 Administrative Division Strategic Plan and Annual Update as of 8/12/16

Situation Assessment

I. Internal Assessment

A. Strengths

- People
 - Diversity and strength of vision of new thought leaders
 - Strong relationships with suppliers/vendors/licensees/contracted partners
 - Longevity/years of service of exempt and non-exempt staff provides institutional knowledge
 - Accomplished subject matter specialists within respective industries
 - NDVoice V results reflect the following categories of strength: engagement, image, and strategic clarity
 - Active membership in national industry service organizations (i.e. NACAS, NACUFS, NACUBO, NACCU, ACF, ALM, DLI, FLA, ICLA, WRC, CCC, INRLA)
 - Support of campus/local community initiatives (i.e. NDCAC, United Way, Visit South Bend/Mishawaka, Hotel/Motel Association, Chamber of Commerce, St. Joseph County Tax Board, annual Campus Dining Golf Charities, South Bend Community School Corporation)
 - Access to University chaplain for non-exempt staff
- Facilities and Equipment
 - Significant recent capital investment in multiple building initiatives
 - Built-environment is heavily supported, with emphasis on the long term
 - Rigorous cost-benefit analysis balances cost with business realities
 - Preventive maintenance planned review and updating on a regular basis
- Operating Processes
 - Adherence to annual SMART Goals and action planning with detailed tactics and measures of success
 - Accountability for measureable unit core metrics
 - Commitment to continuous improvement through Green Belt participation and other projects
 - Culture of innovation and calculated risk-taking
 - Collaboration amongst units and across campus
 - National award-winning service (i.e. Four diamond hotel, Top 10 campus dining and retail programs)
 - Use of Administrative Unit Review and Organizational Analysis and Design to set direction and strategy

- Financial Resources
 - Local buying power inherent in size and stature of institution
 - Strong stewardship of University assets
 - Revenue growth is higher percentage than expenditures (5-year CAGR 5.4% vs 3.3%)
 - Transparency in University's leadership in financial accounting and reporting
- Customer Service
 - Culture of constituent service, relationships and hospitality to students, faculty, staff and visitors
 - Commitment to service excellence in alignment with the University's values and goals as well as the academic and residential missions
 - Adoption of Net Promoter metrics
 - Customer feedback is encouraged and acted upon
- Products and Services
 - Variety of industry-leading campus services such as residential and retail dining, catering, lodging and meeting space, bookstore and retail shops, laundry and dry-cleaning, etc.
 - Goods and services that support student life, academic endeavors, and research initiatives
 - Strength with a select set of top-branded licensing partners

B. Weaknesses

- People
 - Large pool of potential retirees on the horizon
 - NDVoice V results reflect the following categories of weakness: effectiveness, leadership, and development and training
 - Accommodations for non-English speaking applicants and staff
 - Technology access and skills for non-exempt applicants and staff
 - Low turnover/longevity in years of service causes lack of upward mobility
 - Lack of understanding of the University's mission to grow the research enterprise (i.e. Advancing Our Vision)
- Facilities and Equipment
 - Aging facilities (i.e. McKenna Hall, stadium concession stands, residential dining)
 - Lack of a funded master plan for equipment purchase/replacement
 - Capacity issues to adequately serve large numbers of customers (i.e. Huddle, stadium concessions)
- Operating Processes
 - Better use of University performance management and development plans for non-exempt staff
 - More integrated training and compliance tracking for all staff (i.e. adoption and use of ComplyND)
- Financial Resources
 - No increase in non-labor budgets for cost of goods and other expenses (i.e. doing more with less)
 - Internal conflict with meeting net revenue expectations as campus departments adopt cost savings initiatives
 - Higher than market University labor and benefit rates adversely impact net revenue targets

- Customer Service
 - Turn-over in front-line staffing and recruiting challenges in full-employment market result in inconsistent service
 - Increased expense of hiring
 - Delay in time period from posting to hiring
 - Lack of visibility from point of offer to point of onboard
 - Small percentage of staff members unable or unwilling to adapt to new service expectations
- Products and Services
 - Inability to meet selected internal customers' expectations with regard to value and market competitiveness
 - Students' negative perception of Bundle Program at Laundry
 - General negative perception of Concessions/Clubs and campus catering

II. External Assessment

A. Opportunities

- Institutional Power
 - Position as the largest local employer facilitates becoming the employer of choice in order to attract strong candidates and diverse workforce
 - Brand identity facilitates strong supplier partnerships
 - Increased University interest in exploring national partnerships
 - Reputation and relevance of division I athletic programs
- Availability of Talent
 - Invest fully in talent review and succession planning process
 - Promote qualified internal exempt and non-exempt employees
 - Encourage rotation of staff to gain more experience and promote job growth
 - Renew focus on work/life balance through FLSA overtime guidelines
 - Commit to continuous improvement through Yellow Belt participation
- Products and Services
 - Encourage marketing and story-telling throughout the division
 - Improve retail merchandizing of emblematic and non-emblematic products
 - Highlight retail campus outlets (i.e. outdoor dining, specialty items)
- Operating Processes
 - Utilize IRCC reporting process to highlight enterprise risks
 - Formalize a culture of safety throughout the division
 - Improve documentation of standard operating procedures in all departments
 - Apply suggested style as identified in the Decision Style Profile across all direct reports to Associate Vice President
- People
 - Educate staff on how the Catholic mission informs all
 - Increase training opportunities and development programs
 - Introduce dimensions of trust and empowerment at "Lunch & Learn" development opportunities
- Products and services
 - Limited brand equity in certain non-branded retail food operations

B. Threats

- **Activities of Competitors**
 - Increased hospitality competition as economic development continues in St. Joseph County
 - Initial opening of Campus Crossroads creates challenges regarding excess social space already on campus
 - Growth of retail competition through the e-commerce
 - Aggressive solicitation of on-campus departments, constituents and patrons
- **Regulatory, Legal, or Political Environment**
 - Continued pressure for a two tier pricing system
 - External pressures as a result of college affordability
 - Impact of government mandated overtime exemption
- **Developments in Industry, Society, or Economics**
 - Reallocation of resources to do more with same/less despite continued campus growth
 - Cost and price volatility (i.e. benefit/compensation and non-labor costs)
- **Availability of Talent**
 - Staff uncertainty due to resource re-allocations through Advancing Our Vision (AOV) initiatives
 - Post-completion of OADs (filling needed talent levels with qualified candidates in full time/part time positions)
 - Impact of local economy on ability to attract and retain staff
 - Pending retirements throughout the division, especially in exempt positions
 - Continued concerns with increasing head count and internal benefit percentage allocation

Elements of the Plan Division 5-year direction

I. Mission Statement

Winning your business every day, the Notre Dame way.

II. Vision Statement

We will be the premier campus hospitality and service provider, world-class in reputation, supporting and enhancing the University's stature and goals.

III. Overarching Strategic Goals for Division

<i>Division Goal</i>	<i>University Goal(s) Supported</i>
<ul style="list-style-type: none"> • Goal 1 - Provide quality products and services that are competitively priced and sustain customers' loyalty. 	<ul style="list-style-type: none"> • Undergraduate education • Research and Scholarship • Stewardship • External engagement
<ul style="list-style-type: none"> • Goal 2 -- Maximize the potential of our human resources. 	<ul style="list-style-type: none"> • Stewardship • Catholic Character
<ul style="list-style-type: none"> • Goal 3 -- Contribute revenue to support the University's mission. 	<ul style="list-style-type: none"> • Undergraduate education • Research and Scholarship • Stewardship

Goal 1 - Provide quality products and services that are competitively priced and sustain

customers' loyalty. Provide service-oriented, quality auxiliary programs and services that are competitively priced, while developing stronger brands and compelling products in an effort to provide a unique, inherently personal customer experience – communicated through innovative customer outreach – thereby capturing customers' loyalty and winning their business.

Tactics for Achievement

- a) Engage specific segments of the campus community (students/faculty/staff) to measure current customer satisfaction and loyalty (i.e. improved web and social media presence, focus groups, Voice of the Customer measures, etc.)
- b) Determine necessary service levels and standards for the provision of desired products/services, focusing on the balance between customer preferences vs. cost.
- c) Create of culture of hospitality and service excellence for campus constituents and visitors while providing financial returns in support of the University's academic and residential mission.
- d) Communicate specifically and regularly through written, in-person and social media vehicles with customers during all phases of product/services delivery to insured understanding of the cost-benefit trade-off.

Points of Integration

The growth of the University in size and complexity requires flexibility. Open lines of communication will be essential to meet the ever changing needs of academic and administrative departments.

Indicators of Success

- 1) Positive change in unit-specific constituent service satisfaction survey results as measured by:
 - a. Bookstore Net Promoter Survey (Quarterly)
 - b. Morris Inn Net Promoter Survey (Quarterly)
 - c. Campus Dining NACUFS User Satisfaction Survey (Annually)
 - d. Cemetery User Satisfaction Survey (Quarterly)
 - e. Concessions Fan Survey (Annually)
- 2) Positive change in biennial ImproveND survey results for the categories of Price/Value, Staff Service and Overall Satisfaction, resulting in strategic organizational change and responsiveness in the specific measures of:
 - a. Campus Dining overall satisfaction
 - b. University Catering value
 - c. Morris Inn Service of Staff
 - d. Morris Inn Value for the Price
 - e. Sorin's and Rohr's Service of Staff

Financial Implications

Incremental increases in operational and capital resources are required to provide the campus services necessary in the pursuit of the University's goals of providing an unsurpassed undergraduate education and supporting growth in research and graduate programs.

Goal 2 -- Maximize the potential of our human resources. Attract, develop, engage, focus, and retain a diverse, energized, and highly productive staff dedicated to the University's mission, goals, and values.

Tactics for Achievement

To create a workforce culture that is diverse, service-oriented, productive, and engaged:

- a) *NDVoice and other employee assessments*: Refine and execute NDVoice survey and other action plans emphasizing accountability, engagement, respect and fairness, teamwork and immediate manager.
- b) *Development & Talent Review*: Expand opportunities for personal and professional development; promote and facilitate employee participation; and conduct annual Talent Review Process to help identify potential and future leaders as well as upwardly mobile individuals.
- c) *Performance Management*: Calibrate performance management measures to encourage a more standard and uniform basis of evaluation. Reinforce the criteria established in semi-annual reviews in daily, real-time communications with employees.
- d) *Communication*: Expand vehicles for sharing information and fostering dialog with a diverse staff through both formal (town-hall meetings, staff meetings, AVP events) and informal (real-time updates, discussions with staff) means.
- e) *Recognition*: Seek opportunities, both formal and informal, to recognize and thank staff for positive contributions in support of University goals/values through the use of Shout Out cards, SPOT award gift cards and cash Recognition awards, meeting required criteria.
- f) *Recruitment*: Actively seek diverse and qualified candidates for open positions through dynamic advertising and recruitment strategies that highlight competitive compensation and benefits.

Points of Integration

This program will require coordination with Human Resources, Continuous Improvement, and the Office of Strategic Planning.

Indicators of Success

- 1) Increased participation and continued improvement in NDVoice survey results by employee classification in the following categories:
 - a. Accountability
 - b. Engagement
 - c. Respect and Fairness
 - d. Teamwork
 - e. Immediate Manager
- 2) Performance reviews and merit increases by employee classification tied to strategic goals:
 - a. 100% participation
 - b. Auxiliary Operations bell curve and box matrix charts
- 3) Continued strategic communication and action planning:
 - a. Twice-yearly Open Forums with all divisional staff
 - b. Regular senior staff and one-on-one meetings
 - c. Quarterly "Lunch & Learn" developmental training with direct reports of direct reports
- 4) Annual review and update of division Talent Development Plan:
 - a. Actively identify top performers and high potentials
 - b. Evaluate staff diversity report from Office of Institutional Equity
 - c. Develop upwardly mobile staff by incorporating actions within Endeavor
- 5) Other indicators in development:
 - a. Additional training and development hours
 - b. Exit interview feedback and responses

Financial Implications

Operational funding will be required to offer new training programs or expand existing ones. New recognition programs will support core values and innovation on the part of managers, supervisors and staff.

Goal 3 -- Contribute revenue to support the University's mission. Operate externally competitive business units that augment and support the core University functions and contribute revenue to the University's operating budget.

Tactics for Achievement

- a) Assess the performance of existing business units, measuring revenue targets against actual returns.
- b) Track revenue by internal and external sources.
- c) Seek ways to be creative and "grow the business" within each business unit.
 - a. Identify customer preferences
 - b. Incorporate retail trends
 - c. Understand campus needs
 - d. Focus on alumni engagement
- d) Review the auxiliary budgeting process with key campus partners, identifying opportunities to balance net revenue returns with business realities.

Points of Integration

All University departments will want to use campus auxiliary products and services.

Indicators of Success

- 1) Benchmarked service levels and price structure that are competitive with the respective marketplace as measured by:
 - a. Bookstore Sales Per Retail Square Foot (Annually)
 - b. Campus Dining Hall Total Cost Per Meal (Quarterly)
 - c. Ranking within collegiate licensing industry
 - d. Morris Inn RevPar (Average Rate x Occupancy) (Quarterly)
 - e. McKenna space utilization rate (Quarterly)
 - f. St. Michael's Laundry Pounds Per Operator Hour (Quarterly)
 - g. Concessions Event Per Caps (Quarterly)
- 2) Continued increase in net auxiliary revenue and unit revenue benchmarks as documented in quarterly core metrics:
 - a. Follett Net Royalty
 - b. Campus Dining Retail Net Revenue
 - c. Licensing Net Royalty
 - d. Morris Inn/NDCC at McKenna Hall Net Revenue
 - e. St. Michael's Laundry Net Revenue
 - f. Concessions/Clubs Net Royalty
 - g. Auxiliary Net Revenue

Financial Implications

Capital resources may be required for new initiatives. All auxiliary-based enterprises should be financially self-supporting or their net revenue shortfall subsidized by the requested department and/or academic college.

**Division Strategic Plan
Summer 2016 Annual Update**

A. Update of 5 Year Strategic Plan

<i>Division Goal</i>	<i>University Goal(s) Supported</i>
<ul style="list-style-type: none"> • Goal 1 - Provide quality products and services that are competitively priced and sustain customers' loyalty. 	<ul style="list-style-type: none"> • Undergraduate education • Research and Scholarship • Stewardship • External engagement
<ul style="list-style-type: none"> • Goal 2 -- Maximize the potential of our human resources. 	<ul style="list-style-type: none"> • Stewardship • Catholic Character
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Progress on Previous Year Objectives – 2015/16

**Auxiliary Operations Accomplishments
Departmental SMART Goals 2015/16**

University Goals:

- Become a preeminent research university
- Offer an unsurpassed undergraduate education
- Ensure that the University's Catholic character informs all its endeavors
- Create a sustainable culture of continuous improvement and overall service excellence to support the University's mission
- Communicate strategically to internal and external constituents

2015-16 SMART Goals/Objectives	Progress Over the Last Year
To prepare and present facilities studies for campus residential and retail operations by December 2015.	<ul style="list-style-type: none"> • Researched, presented options, and gained approval for Campus Crossroads first floor retail micro-restaurants • Provided options for the future renovation of North Dining Hall • Presented recommendations for future retail operations in LaFortune, Jenkins and Nanovic Halls, and Decio Commons
To complete and implement the Organizational Analysis and Design (OAD) for Campus Dining and St. Michael's Laundry by June 2016.	<ul style="list-style-type: none"> • Reviewed OAD recommendations with Governance Team(s) • Re-aligned senior team in Campus Dining • Followed through on proposals with HR and Office of General Counsel • Communicated roll-out through unit roadshows, open forum meetings, and engagement of change champions • Searched for and hired a new St. Michael's Laundry Director
To implement the agreed upon action plan resulting from the recent Licensing Department Administrative Unit Review (AUR) by June 2016.	<ul style="list-style-type: none"> • Completed Phase I of the Freedom of Association (FOA) pilot while launching steps for Phase II in conjunction with Verité and the University's Worker Participation Committee • Developed brand architecture standards to effectively use the Licensing Program as a means of promoting the University enterprise • Built licensing programs in close coordination with the University's Licensing agency (Fermata Partners), Athletic Department supplier (Under Armour), online store (Fanatics) and campus retailer (Follett) • Hired an interim director

<p>To complete Phase I of a multi-year installation of the new campus card platform by June 2016.</p>	<ul style="list-style-type: none"> • Confirmed and signed CBORD agreement • Completed the OIT assessment and developed detailed scope and timeline • Coordinated and aligned resources through the Office of Information Technologies • Established a steering committee to provide oversight and counsel during the installation • Engage campus constituents to address needs and communicate system changes
<p>To meet budgeted net income at the Morris Inn/Notre Dame Conference Center in FY 2016 by June 2016.</p>	<ul style="list-style-type: none"> • Moved SMART Goal to 2016/17
<p>To develop and execute comprehensive floor resets of the Hammes Notre Dame Bookstore and all retail operations that leverages buying trends and industry best practices for visual merchandising and transactional throughput by June 2016.</p>	<ul style="list-style-type: none"> • Moved SMART Goal to 2016/17
<p>To better manage concession labor and operating costs by June 2016.</p>	<ul style="list-style-type: none"> • Removed all concession menu items by no less than 10% • Reduced non-essential non-game day labor by 3% • Captured catering cost by accurate headcounts and food portioning • Utilized the power of Centerplate Corporate Purchasing and the University's Prime Vendor + 1 program • Selected a new Concessions/Clubs operator through a rigorous RFP process
<p>To meet the overall division-wide financial targets and diversity goals as established under the direction of the Executive Vice President by June 2016.</p>	<ul style="list-style-type: none"> • Made significant progress in holding each departmental unit accountable for the University's diversity goals • Conducted quarterly core metrics review and made adjustments accordingly • Reviewed budget vs. actual analysis on a quarterly basis • Assessed departmental financial performance at mid-year • Made strategic or tactical decisions at mid-year necessary to improve financial performance by fiscal year-end • Completed departmental unit year-end reviews as well as financial targets for 2016/17

Auxiliary Operations Departmental SMART Goals 2016/17

University Goals:

Become a preeminent research university
Offer an unsurpassed undergraduate education
Ensure that the University's Catholic character informs all its endeavors
Create a sustainable culture of continuous improvement and overall service excellence to support the University's mission
Communicate strategically to internal and external constituents

- To design and implement Auxiliary Operations infrastructure projects by June 2017.
 - Execute the opening of the three micro-restaurants for Campus Crossroads
 - Complete the renovation of North Dining Hall
 - Present recommendations for future retail operations in LaFortune and Greenfields
 - Implement Year I of the Levy Restaurant contract as it relates to concessions and club operations
 - Integrate the newly purchased capital equipment in St. Michael's Laundry
 - Complete the construction of the Cottage House at Cedar Grove Cemetery

- To implement a culture of safety throughout Auxiliary Operations in conjunction with Risk Management and Safety by June 2017.
 - Develop a strategic Environmental Health and Safety (EHS) plan
 - Develop and implement an EHS management system
 - Provide guidance on procedures, training, audit processes, etc.
 - Understand the status of EHS programs
 - Develop and recommend EHS objectives for the University
 - Participate in critical incident reviews

- To work in conjunction with Verité and the University's Worker Participation Committee to determine a strategy to complete Phase I of the Freedom of Association (FOA) pilot in China, and determine if the University should proceed to the next phase by June 2017.
 - Finalize criteria for assessment tool
 - Establish a formal relationship with Verité in order to conduct future assessments and verifications
 - Determine whether the University moves forward with additional manufacturing in China beyond the current five pilot factories, and then begin planning for the necessary resources and strategy to facilitate moving forward
 - Determine timeline for follow-up reassessments in the five factories currently producing in China, and a plan for their continued production
 - Establish an ongoing plan for continued verification of authorized factories in China
 - Determine the future direction of the overall verification/monitoring process of all current University licensees' factories, using the tool created by Verité

- To complete Phase I of a multi-year installation of the new campus card platform by June 2017.
 - Re-card campus with new smartcard technology
 - Transition the retail and dining point-of-sales to accept the contactless card technology
 - Configure the Campus Card platform to address current and future needs
 - Partner with campus constituents to ensure current and future services are supported
 - Coordinate and align resources through the Office of Information Technologies
 - Partner with the Office of Continuous Improvement to ensure minimal campus disruption through change management

- To prepare and present options for Morris Inn to insulate against impact of proposed new hotel room supply in St. Joseph County by June 2017.
 - Evaluate outside consultant's report on potential addition of a spa/salon concept
 - Develop "Morris Inn Club" program for increased food and beverage spending
 - Present options for expanded, covered event and dining space on Wind Family Fireside Terrace
 - Convert 20 rooms from King to Double Queen for improved flexibility
 - Present options for audio-visual upgrades to improve technology and reliability
 - Craft a strategic plan for highest and best use for McKenna Hall, including current and future renovation plans
 - Recommend options to improve desirability of McKenna Lower Level Dining Room (CDA)
 - Review exterior catering space options at east entrance of McKenna Hall

- To develop and execute comprehensive floor resets of the Hammes Notre Dame Bookstore and all retail operations that leverage buying trends and industry best practices for visual merchandising and transactional throughput by June 2017.
 - Engage key licensees in branding and design strategies pertaining to on-campus concept shops and off-campus locations
 - Engage key vendor partners in design strategies pertaining to the deployment of retail technology
 - Develop architectural renderings for presentations to key stakeholders during the fall semester
 - Utilize the Bookstore Advisory Committee for feedback during the fall semester meeting
 - Execute approved design plans with anticipated completion date prior to the opening of the 2017 academic year

- To positively impact staff morale and work environment in Auxiliary Operations in collaboration with Human Resources Consultant (HRC) by June 30, 2017.
 - Build a set of metrics by January 2017 to better assess our comprehensive strategic recruiting plan.
 - Communicate and conduct a minimum of four office hours each month within Campus Dining, St. Michael's Laundry, and the Morris Inn.
 - Attend 80% of new hire orientation sessions, HR sponsored onboarding, and Coffee and Conversation sessions.
 - Attend 90% of events such as retirements, recognition, and holiday gatherings.
 - Attend departmental staff or supervisory meetings for each department at a minimum of once per quarter.
 - Build and promote training and development programs and workshops where 90% of managers will attend at least two sessions each.
 - Initiate personal welcome cards to 99% of new hires within their first 30 days of employment.
 - Assist each department in developing and implementing NDVoice 2016 Action Plans.

- To meet the overall division-wide financial targets and diversity goals as established under the direction of the Executive Vice President by June 2017.
 - Hold each departmental unit accountable by meeting the University's diversity goals
 - Conduct quarterly core metrics review and make adjustments accordingly
 - Review budget vs. actual analysis on a quarterly basis
 - Assess departmental financial performance at mid-year
 - Make strategic or tactical decisions at mid-year necessary to improve financial performance by fiscal year-end
 - Collaborate with Office of Budget and Planning through new ARP/Host Analytics tool to balance budgets quarterly
 - Complete departmental unit year-end reviews as well as financial targets for 2016/17

I. Preamble for Upcoming Objectives

How Auxiliary Operations determines and accomplishes its goals is just as important as what it achieves. In Auxiliary Operations, we embrace the five University goals and core values as our guide for success.

The division is based on a decentralized organizational structure with a strong leadership philosophy that acknowledges that authority and accountability must exist at the unit level. The eight Auxiliary Operations objectives for 2016/17 were selected to unify each department within the division incorporating the mission, goals, and values of the University.

II. **Significant Threats/Challenges – 2016/17** (please refer to situation assessment, page 4)

III. **2016/17 Potential Areas of University Collaboration**

Auxiliary Operations Goal	Collaborative Functions	University Goal
<p>1. <u>Provide quality products and services that are competitively priced and sustain customers' loyalty.</u> Provide service-oriented, quality auxiliary programs and services that are competitively priced, while developing stronger brands and compelling products in an effort to provide a unique, inherently personal customer experience – communicated through innovative customer outreach – thereby capturing customers' loyalty and winning their business.</p>	<ul style="list-style-type: none"> • Colleges and Institutes • Student Affairs • Office of Research • Graduate/Professional Schools • Undergraduate Admissions • Athletics • University Relations • Human Resources • Sustainability • Other EVP divisions 	<ul style="list-style-type: none"> • Offer an unsurpassed undergraduate education • Become a preeminent research university • Create a sustainable culture of continuous improvement and service excellence to support the University's mission • Communicate strategically to internal and external constituents
<p>2. <u>Maximize the potential of our human resources.</u> Attract, develop, engage, focus, and retain a diverse, energized, and highly productive staff dedicated to the University's mission, goals, and values.</p>	<ul style="list-style-type: none"> • Human Resources • Continuous Improvement • Strategic Planning • Office of Institutional Equity • Campus Ministry 	<ul style="list-style-type: none"> • Create a sustainable culture of continuous improvement and service excellence to support the University's mission • Ensure that the University's Catholic character informs all its endeavors
<p>3. <u>Contribute revenue to support the University's mission.</u> Operate externally competitive business units that augment and support the core University functions and contribute revenue to the University's operating budget.</p>	<ul style="list-style-type: none"> • Office of Budget and Planning • Tax Office • Controller's Office • Treasury Services 	<ul style="list-style-type: none"> • Offer an unsurpassed undergraduate education • Become a preeminent research university • Create a sustainable culture of continuous improvement and service excellence to support the University's mission