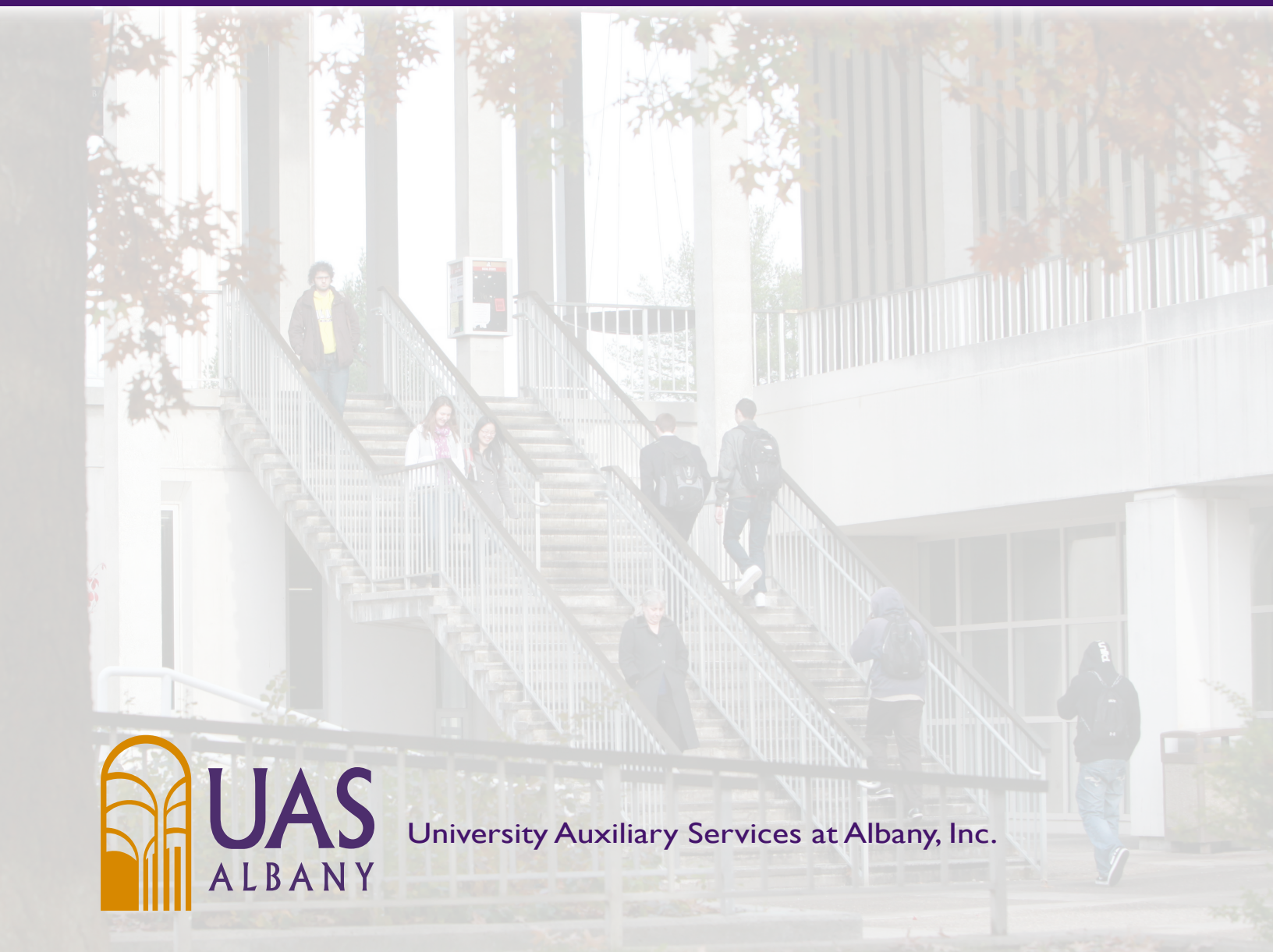
UAS
STRATEGIC PLAN

Achieving Our Vision



UAS ALBANY

University Auxiliary Services at Albany, Inc.

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Introduction

In 2010, the Board of Directors, Executive Director, and Management Team of University Auxiliary Services at Albany, Inc. (UAS) worked cooperatively to develop a Strategic Plan that would guide the organization for the next three years. The plan has proved to be an invaluable resource as UAS engages in activities to enhance the delivery of services to the campus community.

The Board of Directors' role in strategic planning is tied to the definition of vision. The allocation and management of resources is the under the purview of the Executive Director and staff, with the Board of Directors providing oversight consistent with their fiduciary responsibilities for the corporation.

As this Strategic Plan is updated, it is important that we recognize that planning is a dynamic, ongoing enterprise, not an occasional activity. Thus, this Plan was designed not as a type of "to do" list of items that may be checked off, but rather a roadmap to ensure that UAS be responsive, nimble, transparent, efficient, and effective to our stakeholders.

As we embark on the next three years of UAS' Strategic Plan, the Board, Management and Staff of UAS are committed to the ongoing implementation, execution, evaluation and adaptation of the Plan to UAS' and UAlbany's mutual benefit.

Michael N. Christakis, Ph.D.
President, UAS Board of Directors

Stephen Pearse
Executive Director, UAS

May 5, 2014

UAS Mission Statement

University Auxiliary Services invests in and provides services that enhance the educational, research, learning and living experiences of the University at Albany community.

UAS Core Services

UAS provides a wide range of services to the University at Albany community, including:

- Dining, Vending and Nutrition Services
- University Store (Textbooks and Retail)
- Banking
- Resource Support to the University (Program Funds, etc.)
- Business and Payroll Services to Student Association, Foundation and Alumni
- SUNYCard Management
- Student Support: Laundry, Health and Property Insurance, Rentals, etc.

UAS Core Values

WHAT WE DO: UAS commits to consistently providing convenience, value and quality to our customers. We define these key terms as follows:

Convenience:

- Offering services in a timely, efficient, effective, accurate and complete fashion
- Providing services at centralized, readily-accessed, high population campus locations
- Providing reasonable service options to meet customers' special needs
- Ensuring service options are available when most of our customers need them

Value:

- Providing all goods at fair prices, benchmarked to both local and national standards
- Providing cost-effective business services to the University and its affiliated agencies
- Investing in facilities in ways that add long-term value at minimum customer price impact
- Investing in and empowering student-, faculty- and staff-directed programs and initiatives

Quality:

- Providing positive, friendly and effective customer service interactions in all activities
- Defining product and service standards that meet or exceed industry expectations
- Dedicating the resources necessary to maintain these high standards over time
- Conducting rigorous procurement processes to attain the best products and services

HOW WE DO IT: Our efforts are guided by fundamental commitments to professional integrity, clear and complete communications, a spirit of responsiveness to our customers, and proactive management. We define these key terms as follows:

Integrity:

- Serving as trustworthy stewards of all collected and expended funds
- Sustaining high ethical standards in all contracts, services, activities and investments
- Maintaining rigorous internal control systems to preclude fraud, waste and abuse
- Supporting global, local, regional and national social justice initiatives valued by our University customers

Communications:

- Providing public information about services in a timely, clear and complete fashion
- Adapting communications methods over time to respond to customer needs
- Complying with all applicable University, State and Federal reporting standards
- Conducting our business transparently in accordance with applicable nonprofit law

Responsiveness:

- Ensuring that key business decisions include appropriate customer input and comment
- Ensuring that all communications streams offer feedback opportunities for customers
- Actively seeking engagement from customers, rather than passively awaiting it
- Providing public credit and acknowledgment when customer feedback is adopted

Proactive Management:

- Conducting real-time programmatic evaluations, identifying and responding to trends
- Analyzing finances and operational standards effectively to support UAS current and future investments and services as well as UAlbany research and educational initiatives
- Embracing ongoing professional development of Board, management and staff
- Networking and researching to identify and explore new service opportunities and new service demands

Key Elements of UAS' Vision

- Provide services that customers consider as excellent.
- Cultivate new talent and build strategic leadership at all levels of the organization, including Board, management and staff.
- Manage our corporate partner relationships and in-house programs with the University community's interests first and foremost.
- Actively partner with the University to ensure that technological and physical infrastructures needed to support programs are well managed and maintained, and fit within the University's own Strategic Plan.

Strategic Goals & Objectives*

Strategic Goal #1: Develop Facilities Master Plan

1.1 Identify critical facility needs for UAS services.
1.2 Incorporate smarter, healthier, more energy-efficient facilities.

Strategic Goal #2: Build Strategic Vision

2.1 Proactively assess partnerships to better serve the on-campus community.
2.2 Develop smarter, healthier, more sustainability-conscious programming and practices.
2.3 Expand scope of visitations to review best practices and predict trends.

Strategic Goal #3: Build Strategic Leadership

3.1 Strengthen management development process and opportunities.
3.2 Strengthen Board development process and opportunities.

Strategic Goal #4: Build UAS Brand Recognition

4.1 Engage internal audiences by identifying communication needs, communications tools, and building brand awareness.
4.2 Engage external audiences by identifying communication needs, communications tools, and building brand awareness.

*2013-2016 Goals revised May 2014

Thank you to the UAS board members and staff that helped make this document possible.

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