

# Residential, Retail and Supply Chain Services Strategic Plan

Strategic Goals and Initiatives

# Strategic Goals

These goals represent RRSS's commitment to intentionally building an organizational culture where innovation, collaboration, and transparency guide everything we do.



## INTEGRATED FUNCTIONS

Continue to build a unified, collaborative organization that leverages shared expertise and streamlined operations to optimize service delivery and enhance cross-unit synergies.

Leads: Ted & Jeff



## PROCESS IMPROVEMENT

Streamline systems and operations to elevate RRSS's service capabilities through strategic integration of AI and continuous learning across the organization.

Leads: Ted, Jeff, Todd, Erwin



## PEOPLE EXPERIENCE

Cultivate an inclusive and supportive culture where all team members feel seen, supported, and valued by providing meaningful opportunities for growth and prioritizing staff well-being.

Leads: Claudia & Heather



## FINANCIAL SUSTAINABILITY

Promote long-term financial health and operational excellence through efficient resource management and creative revenue strategies.

Leads: Erwin, Heather, Martin



## SERVICE EXCELLENCE

Deliver responsive, accessible, and impactful experiences that foster connection, anticipate needs, and contribute directly to community well-being, sense of belonging, and academic success.

Leads: Pat & Martin

# Goal 1: Integrated Functions

Continue to build a unified, collaborative organization that leverages shared expertise and streamlined operations to optimize service delivery and enhance cross-unit synergies.



## 1.1 Support Program Management Office

Build and empower a centralized Program Management Office (PMO) that ensures consistent project delivery, transparent prioritization, and measurable impact across RRSS.



## 1.2 Cross-Unit Collaboration

Create formal collaboration framework with quarterly interdepartmental working sessions, operational working groups, and documented knowledge transfer protocols.



## 1.3 Interdepartmental Engagement Strategy

Implement structured agendas to cultivate connection, enable staff to share best practices, and foster collective problem-solving capabilities that build on RRSS's natural collaborative culture.



## 1.4 Integrate Procurement, Accounts Payable, and Retail Operations

Empower staff to coordinate buying across units to leverage total university spending and develop unified vendor strategies and best practices.

# Goal 1: Integrated Functions

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## 1.1 Support Program Management Office

Build and empower a centralized Program Management Office (PMO) that ensures consistent project delivery, transparent prioritization, and measurable impact across RRSS.

- Define clear roles, responsibilities, and reporting structures and if needed, transition plans.
- Hire dedicated project managers and administrative staff to support office and explore opportunities to repurpose existing roles.
- Establish a shared project management platform, like ClickUp, Asana, or Monday.com to develop transparent project status reporting and coordination.
- Establish project prioritization framework.
- Launch Lean Six Sigma Training Program for all managers and supervisors in RRSS, starting with white belt and yellow belt.

## 1.2 Cross-Unit Collaboration

Create formal collaboration framework with quarterly interdepartmental working sessions, operational working groups, and documented knowledge transfer protocols.

- Schedule quarterly cross-unit visits with structured agendas to build relationships and shared understanding.
- Create cross-functional working groups to address pressing operational challenges collaboratively.
- Document and share visit outcomes in a central repository so lessons benefit all RRSS units.
- Rotate staff leads for cross-unit initiatives to broaden leadership experience and knowledge transfer.
- Recognize and celebrate examples of successful collaboration to reinforce desired culture.

## 1.3 Interdepartmental Engagement Strategy

Implement structured agendas to cultivate connection, enable staff to share best practices, and foster collective problem-solving capabilities that build on RRSS's natural collaborative culture.

- Design standardized agendas for interdepartmental meetings to ensure consistency and focus.
- Pilot agenda use across 2–3 units and refine based on staff feedback.
- Establish a process to capture and share best practices across RRSS.
- Build collective problem-solving exercises into regular meetings to strengthen relationships.
- Create an annual engagement report that highlights outcomes, gaps, and improvements.

## 1.4 Integrate Procurement, Accounts Payable, and Retail Operations

Empower staff to coordinate buying across units to leverage total university spending and develop unified vendor strategies and best practices.

- Map current procurement and AP workflows across units to identify redundancies.
- Analyze vendor overlaps and prioritize opportunities for shared contracts.
- Pilot joint vendor agreements with 2–3 suppliers to test efficiencies.
- Develop shared procurement standards, tools, and training for staff.
- Build a long-term vendor strategy that aligns with UCSD and RRSS goals.

# Goal 2: Process Improvement

Streamline systems and operations to elevate RRSS's service capabilities through strategic integration of AI and continuous learning across the organization.



## 2.1 Process Improvement Culture

Empower staff to make process improvement part of RRSS's daily organizational practice rather than periodic initiative.



## 2.2 Utilize AI & Automation (SEAL Team)

Establish a cross-functional RRSS team to identify and implement AI solutions that eliminate manual processes, standardize operations, and build lasting digital capabilities across all units.



## 2.3 Standardize Technology Platforms

Consolidate software and hardware systems to eliminate inefficiencies from multiple platforms and improve integration with university systems.



## 2.4 Centralized Knowledge Hub

Engage staff in developing a secure, centralized knowledge hub to share process documentation, increase transparency, and reduce duplication.

# Goal 2: Process Improvement

*Streamline systems and operations to elevate RRSS's service capabilities through strategic integration of AI and continuous learning across the organization.*

## 2.1 Process Improvement Culture

Empower staff to make process improvement part of RRSS's daily organizational practice rather than periodic initiative.

- Train staff on continuous improvement methods and tools.
- Launch 2-3 small process improvement pilots to demonstrate value.
- Recognize and reward staff who lead process improvements.
- Incorporate process improvement into team meeting agendas.
- Track and publish annual process improvement results.

## 2.2 Utilize AI & Automation (SEAL Team)

Establish a cross-functional RRSS team to identify and implement AI solutions that eliminate manual processes, standardize operations, and build lasting digital capabilities across all units.

- Form an AI "SEAL Team" of cross-unit staff to explore opportunities.
- Identify redundant/manual processes suitable for AI or automation.
- Pilot one AI-enabled solution in a single process.
- Create a technology roadmap that standardizes platforms.
- Scale proven AI and automation tools across units.

## 2.3 Standardize Technology Platforms

Consolidate software and hardware systems to eliminate inefficiencies from multiple platforms and improve integration with university systems.

- Identify and charge workgroup to serve in a Governance & Implementation capacity.
- Conduct a comprehensive technology inventory.
- Assess alignment with university IT standards.
- Develop an RRSS technology roadmap.
- Pilot cross-unit platform consolidation.

## 2.4 Centralized Knowledge Hub

Engage staff in developing a secure, centralized knowledge hub to share process documentation, increase transparency, and reduce duplication.

- Design the structure, governance, and access rules for a secure knowledge hub.
- Upload an initial pilot set of shared resources.
- Train staff on how to contribute and access information.
- Expand hub coverage to all RRSS units.
- Assign ownership for ongoing updates and maintenance.

# Goal 3: People Experience

Cultivate an inclusive and supportive culture where all team members feel seen, supported, and valued by providing meaningful opportunities for growth and prioritizing staff well-being.



## 3.1 Tailored Communication

Develop varied internal communication approaches for different staff types (frontline custodial/maintenance vs remote workers) to ensure all employees receive information effectively.



## 3.2 Continuous Staff Voice & Feedback Channels

Replace annual surveys with continuous feedback mechanisms including regular executive meetings and innovative communication tools.



## 3.3 Foster Organizational Culture of Recognition

Build an empathetic and supportive culture where every opinion is considered and genuinely embraced in decision-making processes as equal partners.



## 3.4 Career Growth & Leadership Development

Design career pathways with cross-training and leadership development to encourage internal advancement and staff retention.



## 3.5 Cross-Unit Learning & Development Networks

Establish committees across RRSS unit to lead, learn and provide mentorship opportunities while combating staff disengagement.

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## 3.1 Tailored Communication

Develop varied internal communication approaches for different staff types (frontline custodial/maintenance vs remote workers) to ensure all employees receive information effectively.

- Audit existing communication methods by staff type (custodial, remote, office-based) to identify gaps.
- Pilot a multi-channel approach (print, digital, supervisor cascade) to ensure equitable information flow.
- Train managers on consistent message delivery and follow-up with staff.
- Create a feedback loop (surveys, focus groups) to evaluate communication effectiveness.
- Standardize communication practices across RRSS units to reduce inconsistency.

## 3.2 Continuous Staff Voice & Feedback Channels

Replace annual surveys with continuous feedback mechanisms including regular executive meetings and innovative communication tools.

- Launch quarterly “pulse” surveys to collect frequent, actionable staff feedback.
- Pilot manager open forums and executive drop-ins to create informal feedback channels.
- Deploy a digital platform for real-time staff suggestions and feedback.
- Establish a committee to review and prioritize feedback themes.
- Share “you said, we did” updates to demonstrate responsiveness.

## 3.3 Foster Organizational Culture of Recognition

Build an empathetic and supportive culture where every opinion is considered and genuinely embraced in decision-making processes as equal partners.

- Launch a peer-to-peer and leadership recognition program to highlight contributions across all roles.
- Incorporate recognition moments into all-staff meetings and newsletters.
- Pilot cross-training and job-shadowing to expand staff growth opportunities.
- Partner with HR to map clear career pathways for advancement.
- Expand leadership development cohorts for high-potential staff.

## 3.4 Career Growth & Leadership Development

Design career pathways with cross-training and leadership development to encourage internal advancement and staff retention.

- Map RRSS-wide competencies and skills gaps to guide training priorities.
- Develop internal career pathways linked to HR job families.
- Pilot rotational assignments to broaden staff exposure and development.
- Launch a first leadership development program focused on supervisors.
- Scale training and leadership programs based on pilot results.

## 3.5 Cross-Unit Learning & Development Networks

Establish committees across RRSS unit to lead, learn and provide mentorship opportunities while combating staff disengagement.

- Establish staff committees for JEDI, mentorship, and learning to create peer-led networks.
- Launch a mentorship program pilot with matched pairs across units.
- Offer quarterly cross-unit networking and learning sessions.
- Host annual knowledge-sharing events (e.g., innovation fair).
- Document lessons learned and expand networks based on participation.

# Goal 4: Financial Sustainability

Promote long-term financial health and operational excellence through efficient resource management and creative revenue strategies.



## 4.1 Resource Assessment & Optimization

Conduct a comprehensive assessment of campus resources and partnerships with marketing to create revenue-generating opportunities.



## 4.2 Strategic Asset Utilization

Optimize utilization of underused facilities, particularly summer housing for corporate internships and conference services.



## 4.3 Automate Transactions

Automate routine transactions to free up our staff to focus on high-impact activities and strategic relationship management.



## 4.4 Collaborative Vendor Partnership Strategy

Apply systematic supplier management to negotiate better pricing, service levels, and long-term partnership value across RRSS units.



## 4.5 Creative Revenue & Partnership Development

Create innovative financial revenue areas including specialized programs like internship initiatives, capstone projects and corporate partnerships.

# Goal 4: Financial Sustainability

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## 4.1 Resource Assessment & Optimization

Conduct a comprehensive assessment of campus resources and partnerships with marketing to create revenue-generating opportunities.

- Conduct a comprehensive inventory of facilities, staffing, and financial assets.
- Partner with Marketing to develop pilots that monetize these assets.
- Standardize resource-sharing policies across units for greater efficiency.
- Publish an annual resource optimization report for ELT review.

## 4.2 Strategic Asset Utilization

Optimize utilization of underused facilities, particularly summer housing for corporate internships and conference services.

- Identify underutilized resources (e.g., summer housing, meeting spaces) for revenue opportunities.
- Prioritize top underused assets for revenue generation.
- Launch pilot programs (e.g., conferences, internships using summer housing).
- Measure ROI and client satisfaction from each pilot.
- Develop a long-term utilization plan based on pilot success.
- Expand successful asset-use programs across multiple units.

## 4.3 Automate Transactions

Automate routine transactions to free up our staff to focus on high-impact activities and strategic relationship management.

- Identify the top 3 manual, time-consuming transactions.
- Select and implement an automation platform to address them.
- Pilot automation in one function (e.g., reimbursements or invoicing).
- Expand automation gradually to additional functions.
- Track staff time savings and reinvest in higher-value work.

## 4.4 Collaborative Vendor Partnership Strategy

Apply systematic supplier management to negotiate better pricing, service levels, and long-term partnership value across RRSS units.

- Establish a vendor partnership review committee with cross-unit representation.
- Identify and prioritize the top 10 vendor contracts by spend.
- Negotiate pilot vendor agreements for cost savings and service improvements.
- Develop vendor scorecards for consistent performance tracking.
- Build a long-term supplier relationship strategy tied to RRSS needs.

## 4.5 Creative Revenue & Partnership Development

Create innovative financial revenue areas including specialized programs like internship initiatives, capstone projects and corporate partnerships.

- Explore new revenue models (internship programs, capstone projects, corporate partnerships).
- Launch one new revenue-generating pilot program.
- Evaluate financial performance and partner satisfaction.
- Create a partnership toolkit with templates and best practices.
- Scale successful partnerships across RRSS.

# Goal 5: Service Excellence

Deliver responsive, accessible, and impactful experiences that foster connection, anticipate needs, and contribute directly to community well-being, sense of belonging, and academic success.



## 5.1 Client-Centered Service & Relationship Management

Map complete client journeys to identify who RRSS serves, understand their needs, and create continuous improvement processes.



## 5.2 Unified Service Delivery

Establish cross-unit service coordination with tailored pathways and support levels to simplify access and enhance client experience.



## 5.3 Strategic Client Communication

Continue developing communication frameworks across units to ensure consistent messaging and proactive engagement that elevates campus awareness and visibility of services.

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## 5.1 Client-Centered Service & Relationship Management

Map complete client journeys to identify who RRSS serves, understand their needs, and create continuous improvement processes.

- Map the end-to-end client journey across all RRSS service areas.
- Identify and fix the top three pain points clients experience.
- Select a CRM tool to track client lifecycle and interactions.
- Pilot CRM implementation with one client group.
- Roll out CRM more broadly based on pilot feedback.

## 5.2 Unified Service Delivery

Establish cross-unit service coordination with tailored pathways and support levels to simplify access and enhance client experience.

- Develop a playbook outlining cross-unit service coordination practices.
- Pilot unified service pathways for one priority client type.
- Train staff in new coordination and referral processes.
- Define service-level expectations across units.
- Expand unified service delivery model to all RRSS units.

## 5.3 Strategic Client Communication

Continue developing communication frameworks across units to ensure consistent messaging and proactive engagement that elevates campus awareness and visibility of services.

- Audit all current client-facing communications for consistency.
- Develop a cross-unit RRSS communication framework.
- Pilot unified messaging across 2–3 units.
- Create a branded toolkit for client-facing staff.
- Roll out communication alignment across RRSS.

# Appendix

# Our Vision

A vibrant community where **innovation** and **simplicity** drive excellence.



**Our Mission is to deliver essential services and meaningful experiences that enhance learning, living, and working at UC San Diego.**



*Impact through Service and Innovation.*

# Our Values

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## Growth

We invest in continuous learning by developing our people, improving our services, and adapting to meet the evolving needs of the University.

## Service

We prioritize the needs of our University and partners—delivering reliable, transparent and responsive services.

## Empowerment

We create space for employees at every level to take ownership, solve problems, and contribute to a culture of initiative and pride in our work.

## Trust

We build trust by following through on our commitments, communicating clearly, treating others with respect, and operating with integrity across all operations.

## Forward-Thinking

We anticipate future University needs—designing flexible systems, operations, and services that support long-term institutional goals.

## Determination

We stay focused under pressure, navigating complexity and constraints with creativity, persistence, and a commitment to getting the job done.