



CSU Fullerton Auxiliary Services Corporation
"Helping Titans Reach Higher"
2025-2030 Strategic Plan



MISSION	Support the student-centered mission of Cal State Fullerton by providing innovative services while keeping revenues on campus.
VISION	To be the innovative and valued university auxiliary benefiting Cal State Fullerton's campus community.
CULTURE	Our culture is driven by respect, inclusion, and celebration of individual and team success.
VALUES	We value respect, trust, integrity, collaboration, commitment, and accountability.

Prior Successes 2020-24

- [Spring '20] Refunded College Park bond as tax-exempt for building, taxable for parking lot to facilitate potential future housing projects
- [Spring '21] Sold Banting property and associated parking parcel
- [Summer '22] Purchased Avolencia residential property to further Project Rebound initiatives and student success
- [Fall '22] Partnered with Foda to bring rotating hot lunch service to Club 57, with minimal expense subsidy
- [Fall '22] First in CSU to be approved for and offer Cal Fresh Restaurant Meals Program
- [Spring '23] Offered academic internships in Accounting, Human Resources, Information Technology, Campus Dining and Titan Shops furthering student success
- [2020-24] Employed a total of 3,305 students
- [2020-24] Total University contribution of \$8,232,864
- [2020-24] Awarded \$76,381 in student scholarship funds
- [Fall '24] Incorporated shoppable course materials booklist within the University's Learning Management System (LMS)

GOAL #1: SERVICE FOR STUDENT SUCCESS

Support and provide a co-curricular environment that prepares students to participate in a diverse global workforce through service experience (aligned with University Goals 1 & 2).

Objectives:

1. Provide affordable and timely course material to support student success.
2. Increase student employment and professional development opportunities.
3. Assist campus programs and divisions to further student success programs and initiatives.

Strategies:

- 1.a. Advocate for a fee-based course materials (opt-out) program
- 2.a. Highlight student successes on Auxiliary Services' website
- 2.b. Offer and fund student scholarships
- 2.c. Offer divisional student internships in the following areas: Accounting, Human Resources, Information Technology, and Retail and Quick Service Restaurants
- 3.a. Explore and facilitate acquisition of real property to further Project Rebound student housing initiative for women

Progress Indicators:

- 1.a. Consider a proposal from a digital content provider for a fee-based course materials program. Provide presentation to campus stakeholders to determine support
- 2.a. Update Auxiliary Services' website and launch student success webpage
- 2.b. Initiate the Student Scholarship, solicit submissions, and award to finalist
- 2.c. Assess need, promote, and recruit student applicants for Fall and Spring terms. Measures to be reported in October and April
- 3.a. Collaborate with the Executive Director of Project Rebound and realtor to identify properties within a 15-minute radius of campus

GOAL #2: SERVICE TO CAMPUS

Enhance and promote instructional and support services not normally provided by the state budget (aligned with University Goals 1, 2, 3, & 5).

Objectives:

1. Provide innovative services to the campus community and collaborate with campus partners.
2. Identify workforce housing opportunities to help recruit and retain high-quality and diverse faculty and staff.
3. Improve access to current information, policies, procedures, and forms.

Strategies:

- 1.a. Collaborate with campus to develop a campus master plan for dining
- 1.b. Highlight the value of services to all campus stake holders
- 1.c. Leverage contractual terms to enhance campus residential dining food quality and experience for Housing & Residential Engagement (HRE)
- 2.a. Explore opportunities for workforce housing and rental units
- 3.a. Establish outcomes for divisional work and focus groups, and develop educational sessions for development and training opportunities
- 3.b. Review and revise forms, with emphasis on streamlining and automating processes

Progress Indicators:

- 1.a. Hold development meetings, engage potential consultant, develop a master plan for dining
- 1.b. Define and document the values of Auxiliary Services. Once complete, market/communicate value statement via website, advisory committee, and campus stake holders
- 1.c. Assist Student Affairs with Phase Two of Dining Hall renovations. Support HRE in Phase V design/development for the new retail market. Maximize partnership with Compass Group to allow additional funding and resident surveys/feedback on food quality
- 2.a. Tour and select potential housing opportunities consistent with real estate strategy. Evaluate financial proformas for candidate housing property acquisition
- 3.a. Financial Services will provide stakeholders multiple info sessions yearly to discuss policies, procedures, and questions
- 3.b. Work with IT to utilize internal workflows to reduce subscription services. Additionally, communicate and post revised forms (Personnel Transaction Report [PTR], travel, purchase order, and account change) to Auxiliary Services' website.

GOAL #3: REVENUE AND OPERATIONAL EFFICIENCY

In support of University programs, increase revenue through entrepreneurial activities, property development, grants, and contracts (aligned with University Goal 4).

Objectives:

1. Develop a growth strategy that incorporates innovative services and improves corporate cash position and operational reserves
2. Explore capital infusions by real property divestments
3. Improve operations to streamline payment processing transactions

Strategies:

- 1.a. Identify space on campus to explore and develop strategies for new auxiliary enterprises to increase revenue, minimize capital investments, and generate net income/surplus
- 1.b. Explore and develop strategies for existing operations to increase revenue, reduce expenses, and increase net income/surplus
- 1.c. Execute investment strategies in accordance with the Investment Policy
- 2.a. Conduct feasibility analysis for sales of existing real property holdings
- 2.b. Conduct review of grant and contract transactions to improve processing time
- 3.a. Collaborate with Office of Research and Sponsored Programs (ORSP) to improve established task turnaround times for internal accounts payable procedures across departments

Progress Indicators:

- 1.a. Evaluate new partners to bring two (2) new dining programs to campus in response to surveys conducted in Spring 2024
- 1.b. Evaluate auxiliary operations/concepts with net deficits with goal toward a net surplus for both concepts and Auxiliary Services
- 1.c. Achieve financial services' annual operational budget while investing in accordance with Board-approved Investment Policy and Board direction
- 2.a. Create financial forecast for existing real property holdings and evaluate financial viability
- 2.b. Collaborate with ORSP to identify transaction processing times. Create a mechanism to gather monthly information and track all grant and contract transactions
- 3.a. Provide routine written feedback report on the status of transactions which are completed outside the established processing times. Identify process improvements to improve internal procedures