

The Division of Finance and Administration (DFA) serves all UCI students, faculty, staff, and visitors.

We are **With U • For U**—working alongside you, in support of you—as planning partners, problem solvers, and solution providers. We maintain a safe and attractive physical environment, offer professional services and support, and are committed to diversity and inclusive excellence.



MISSION

Advance UCI’s Brilliant Future

VISION

World-Class Campus Partners

VALUES

- Health & Safety • Diversity & Inclusion • Integrity • Teamwork • Change & Innovation

What is DFA’s strategy?

A strategy is an action plan describing *how* a goal will be achieved. Our division’s strategy is organized by Kaplan and Norton’s (1992) Balanced Scorecard, a strategic planning and management system that looks at organizational performance from four perspectives.

DFA’s Balanced Scorecard Strategy Map



Our strategy begins with an investment in the **learning and growth** of DFA employees (e.g., develop a diverse and engaged workforce that is well-trained, motivated, and committed to inclusive excellence), which leads to the ability and desire to improve **internal processes** (e.g., use technology, enhance communication), which demonstrates a responsible use of **financial** resources (e.g., reasonable recharge rates, revenues that equal expenditures), and ultimately results in satisfied **customers**, our campus partners.

How do we know if we are on track?

Each quarter, department heads meet with CFO and Vice Chancellor Ron Cortez to discuss their department’s budget, current initiatives, and performance measures related to the four perspectives of the Balanced Scorecard. This meeting cadence establishes regular check-ins to celebrate successes and correct course, if necessary.