

Finance and Support Services

2003-2004 Goals, Outcomes & Strategies

Texas State University-San Marcos

A member of the Texas State University System

FINANCE & SUPPORT SERVICES

VISION

Outstanding Support and Service: Working Together for Texas State

MISSION

Finance and Support Services is dedicated to providing outstanding customer service and a challenging and satisfying work environment while maintaining the fiscal integrity of the university.

PHILOSOPHY STATEMENT

We believe in the value of higher education and that Finance and Support Services is a partner in the educational process. We believe the division plays a key role in identifying and developing solutions for effectively meeting challenges and opportunities facing Texas State.

We are dedicated to the highest ideals of customer service with honesty and integrity in order that we may have the respect and confidence of our customers.

We continually improve our core processes to enhance the quality of the products and services we provide. We are responsible for providing services that constitute the best value to the institution. Our actions promote equal treatment, respect for the opinion of others, and maintenance of the public trust. We strive for fair, competitive procurement processes, timely response to requests for information and equal and confidential treatment of all disclosed information within the constraints of state law and university policies.

Our commitment to customer services extends to our staff in the FSS Division. People are the source of our strength. We prosper through our individual and collective growth and development.

Employees are acknowledged as individuals, and we value and respect each other's diversity and recognize their contributions. We promote equal opportunity for employment, development and advancement for those qualified. Compensation will be fair and adequate, and working conditions clean, orderly, and safe. Staff should feel free to make suggestions and raise questions. They should have a sense of security in their jobs. We are mindful of ways to help our employees fulfill their family responsibilities.

As individuals in the FSS Division, we are responsible for the success and the excellent reputation of the division.

We strive as individuals to have a thorough working knowledge and competence in our areas of responsibility to achieve the highest quality performance possible. Our future depends on the satisfaction of those we

serve. We seek the advice and support of our immediate supervisors. We promote working together as a team to accomplish our goals.

Finance and Support Services

2003-2004 Goals, Outcomes & Strategies

Texas State University-San Marcos

CUSTOMER SERVICE

Enhance our customer service focus by continuously reviewing our core processes and implementing new services.

- Improved core processes
- New services will be implemented to meet the needs of our customers
- The organizational structure and processes of each FSS unit is deemed as meeting the needs of its customers and is supportive of the university mission.
 - Assessment is used for continuous program monitoring and improvement.
 - Use of web based communication for the purpose of keeping our customers and stakeholders informed.

FINANCIAL INTEGRITY


Protect the financial integrity of the university by safeguarding the university's assets, ensuring efficient use of university resources and compliance with regulatory authorities.

- Operations will be managed with available resources.
- Improved, accurate and timely dissemination of financial information.
- Fewer exceptions to compliance issues.
- Facilities and infrastructure conducive to the overall well being of the students, faculty, and staff.

WORK ENVIRONMENT

Create a challenging and satisfying work environment by promoting an effective, qualified and diverse workforce and publicizing our accomplishments.

- Employees in the FSS Division will know what is expected of them, be informed, and receive timely, honest feedback on their performance.
- FSS employees should achieve a rating of 300 or above on their performance evaluation appraisals.
- A systematic training and development program will be in place for each FSS employee.
- Division employees will be valued and their achievements recognized.
- The FSS Division will achieve a diverse workforce.



Enhance our customer service focus by continuously reviewing our core processes and implementing new services.

Improve core processes.

- ❖ Vigilance over the FAS implementation process has been maintained at a high level. The critical success factors of rapid decision making, adequate staffing, training, change management, and support following “go-live” have been carefully monitored. The “blueprint” (configuration) phase was completed. “Go-live” for the financial system was postponed from March 1, 2004 to September 2, 2004. “Go-live” for the human resources system was postponed from June 1, 2004 to January 1, 2005. This is the highest priority in FSS for FY 2004. (Financial Services, Budget, Human Resources, VPFSS Office)
- ❖ Human Resources is proceeding with the purchase of the People Admin online job application system to help eliminate paper tracking, allow for a quicker process, provide uniformity, and save money. (Human Resources)
- ❖ FSS has begun discussions with the VPIT and others to develop a timeline and plan for moving into the “student system” phase of FAS. (Financial Services, VPFSS Office)
- ❖ In February 2004, with the support of the Dining Services Committee and the Associated Student Government, Auxiliary Services was able to secure a contract extension with Chartwells valued at \$2,925,000.00. Jones Diner will be expanded and the closed side will re-open completely renovated and updated. The Meal Plans proved to be successful with a participation rate of meals used and dining dollars used in the upper 80 to 90 percentile. The residence dining plan experienced an average of 5,150 students on the plan for the fall and spring semesters. (Auxiliary Services)
- ❖ Vendor proposals were submitted for the COOL on-line office supply system. The contract was awarded to Staples with additional requirements for HUB subcontracting. The on-line office supply system will also interface with SAP software. (Financial Services)
- ❖ ID Services and ISS successfully upgraded the ID Card System from ICAM to CS Gold, Diebold’s newest version of the ID Services software. (Auxiliary Services-ID Services)
- ❖ Created a pay increase template which will assist President’s Cabinet in making timely decisions whenever a pay increase is being considered by the university. The template covers various scenarios with regard to full and part time faculty and staff, graduate assistants, grant employees, and student workers. (Human Resources)
- ❖ Implemented an on-line enrollment process for the annual Financial Planning and Retirement Fair. (Human Resources)
- ❖ Facility Focus expansion, which accepts facility work order requests on-line, was completed campus-wide and two training sessions were held in January 2004. Additional training sessions will be held at the beginning of each semester. (Facilities)

New services will be implemented to meet the needs of our customers.

- ❖ The FSS New Employee Handbook was created in fall 2003 and first distributed in February 2004 to new FSS employees to familiarize them with the division. (VPFSS Office)
- ❖ In an effort to strengthen town and gown relations, the Assistant Vice President for Finance meets quarterly with the San Marcos Director of Planning and Construction and

- annually with the Council of Neighborhood Association. (Assistant Vice President for Finance)
- ❖ A power point presentation entitled “Here, Then and In-Between” was developed reflecting the changes in facilities on the campus over the last one hundred years. The presentation has been shown to the Guardian Club and the Alumni Association Board to date. (VPFSS Office)
 - ❖ In an effort to strengthen town and gown relations, steps have been taken to establish an active relationship with the Director of the Greater San Marcos Development Council. (Special Assistant to the VPFSS)
 - ❖ A Temporary Contract Worker license process was established. The process addresses the need for the University as a state agency to substantiate the use of temporary workers. The license establishes minimal insurance requirements, as well as standard overhead prices. As of May 1, 2004 there are eight (8) firms approved to provide service to the University. While the initial effort has been made to formalize the process, additional attention is needed to develop an on-going monitoring system. (Special Assistant to the VPFSS)
 - ❖ The Bookstore accepted bids and awarded a contract to Balfour to develop a Class Ring Tradition at Texas State University-San Marcos. (Auxiliary Services-Bookstore)
 - ❖ The current vending contract was renewed for a one year term of June 2003 to May 2004. The vending contract was re-bid in January 2004 with the requirement that a certain percentage of machines be card reader acceptable. (Auxiliary Services)
 - ❖ Efforts continue to expand methods by which financial transactions can be processed electronically. In the fall of 2003, direct deposit was implemented for student & hourly employees. This has been well-received, with usage by 50% of these employees (faculty/staff usage of direct deposit is more than 80%). The Cashier’s Office has collaborated with the MITC staff to assure that their services can be delivered electronically. This includes studying the feasibility of using a kiosk on-site which can accept cash payments. Web payment with credit cards has also been expanded to include Parking Services. (Financial Services)
 - ❖ Electronic funds transfer was implemented for FLETP/Stafford loans for ~3,000 students. (Financial Services, ISS)
 - ❖ Custodial Operations standardized soap, paper towel and toilet tissues dispensers across most of campus which has enabled the department to provide consistent jumbo paper products and improved hand soap. The standardized dispensers also allows for reduced labor cost and less pilferage of the paper products. (Facilities-Custodial Operations)
 - ❖ Successfully brought aboard 12 new custodial positions to take care of over 250,000 square feet of building space added to the campus inventory. (Facilities-Custodial Operations)
 - ❖ A new electronic system was developed to send IDT bills for completed work orders to departments. (Facilities)

Assessment is used for continuous program monitoring and improvement.

- ❖ The FSS Division Customer Satisfaction Survey was distributed in November 2003. Results are being reviewed and improvements will be incorporated into strategic plans. (VPFSS Office)
- ❖ The University Bookstore completed a four month long operational review by a professional consulting firm, College Bookstore Consultants. The report provided valuable insight into areas that can be improved in order to run more efficiently and profitably. All recommendations will be implemented summer 2004. (Auxiliary Services-Bookstore)
- ❖ Grants/Contracts Administration distributed a Customer Satisfaction Survey with outstanding results. Responses are being reviewed and improvements will be incorporated into strategic plans. (Financial Services – Grants and Contracts Administration)

- ❖ The Risk Management & Safety (RMS) Office recently completed their first-ever Peer Review. It was performed by the top RMS official from three University of Texas institutions, including the Health Science Center in Houston. This provides an independent view of how we should benchmark ourselves against comparable institutions. It has also provided valuable feedback from our university customers. This will enable the RMS department to better serve all constituencies and to improve many aspects of our operations. (Financial Services-Risk Management & Safety)
- ❖ Comprehensive Peer Reviews are separately being done for Facilities Management, Facilities Operations and Utilities Operations. Most of the self-study work is complete. (Facilities)
- ❖ Human Resources completed value pocket surveys for all sections (Compensation, Benefits, Administration) for SAP. (Human Resources)
- ❖ A culture survey was conducted of Human Resources staff which resulted in internal office communication improvements. (Human Resources)
- ❖ The HR Customer Satisfaction survey was distributed fall 2003. Results were reviewed and improvements have been incorporated into the strategic plan for the department. (Human Resources)

Use of web based communication for the purpose of keeping our customers and stakeholders informed.

- ❖ The “Facilities at Texas State” web page was significantly revised for better readability. (VPFSS Office)
- ❖ FSS Departments continuously update their departmental web pages. All departmental web pages and the division web pages were revised due to the university’s name change. FSS department webmasters met to discuss developing a “common look” for the Division and BSC Department home pages to help users find information regarding the division easier and faster. The VPFSS Office will implement the “common look” first. (FSS Division)
- ❖ Web-based information and forms have been implemented in Risk Management and Safety. (Financial Services–Risk Management and Safety)
- ❖ A web site was established for the 2006-2015 Campus Master Plan process. A comments/feedback link is available to enable the university community to share their opinions throughout the process. (VPFSS Office)
- ❖ The Assistant Vice President for Finance was appointed to serve on the Campus Website Steering Committee. This committee is responsible for overseeing the revision to the university web site and movement to a “content management system.” The Assistant Vice President for Finance participated on the Website Policies and Procedures Subcommittee. The Coordinator for Facilities Inventory participated on the CMS Subcommittee and the Coordinator of Marketing and Promotions participated on the Change Management Subcommittee. (VPFSS Office, Auxiliary Services)
- ❖ After assuming responsibility for the Roster of Councils, Committees and Teams, the VPFSS Office published the updated roster on the web in October 2003. Web pages are maintained on the VPFSS server to allow for quicker revisions to the roster. (VPFSS Office)
- ❖ The Benefits Section has completed the 10 top frequently asked questions for inclusion on the departmental webpage. (Human Resources)
- ❖ Retiring staff and faculty can now obtain Retirement Guidelines from the web. A Retiree Checklist is also being developed to assist retiring faculty and staff. (Human Resources)



Protect the financial integrity of the university by safeguarding the university's assets, ensuring efficient use of university resources and compliance with regulatory authorities.

Operations will be managed with available resources.

- ❖ FY 2004 will be another record setter for the Bookstore's gross sales. Sales for FY 2003 totaled \$7,583,731.36. Projected sales for FY 2004 should exceed \$7.8 million. The continued dedication to ensure that the off-campus competitors stay off-campus has begun to show signs of success. The fall 2003 rush sales were 12.7% better than the previous fall and the spring 2004 rush sales were 15.9% ahead of the previous spring. Textbook sales are currently 19% ahead of sales the same time one year ago and apparel sales are 37.6% ahead of their pace one year ago. Clothing sales this year will increase over \$400,000 compared to how much was sold four years ago. Continued efforts are made to do more with less and two full-time staff positions were eliminated. (Auxiliary Services-Bookstore)
- ❖ A Bus Fee increase passed in a student referendum held spring 2004 which will allow the university to maintain and increase the high level of service that the community has come to expect. Eight buses have been added to the fleet. There are now 38 vehicles instead of the 24 at the start of the contract. (Auxiliary Services)
- ❖ A grant was secured to purchase and operate an Austin commuter bus in January 2006. This will allow the university to secure more federal and state grant dollars to help us offset the escalating cost of the shuttle bus system. (Auxiliary Services)
- ❖ After closing the Bobcat Express retail mail location in the LBJ Student Center in May 2002 and relocating some of the services in JCK, a \$13,000 profit was realized in FY 2003 and the same is expected for FY 2004. This was accomplished by reducing the staff when the operation was combined with the mail location in JCK. (Auxiliary Services-Mail Services)
- ❖ Staff in the Duplicating Shop was reduced by one upon the retirement of the Supervisor and promotion of a current employee to Supervisor. (Auxiliary Services-Duplicating Shop)
- ❖ Gross revenue for FY 2004 for the Print Shop is currently expected to exceed all previous years. (Auxiliary Services-Print Shop)
- ❖ The Snack Vending Contract was successfully bid and awarded to Accent Foods of Austin with a pledge of a \$100,000 minimum guarantee. (Auxiliary Services)
- ❖ Outside collection agencies were engaged to assist with the collection of past-due accounts. Use of these firms has enabled the Loan Collections staff to concentrate on the more current debts. These activities should result in improved collection rates and cash flow. (Financial Services-Loan Collections)
- ❖ Computers older than 4 years were identified for replacement via the computer refresh cycle. Computers were replaced in Human Resources, Financial Services, Facilities and in the VPFSS Office.
- ❖ The cost model for COGEN operations has been refined to more accurately reflect costs. The engine is run only when the university can generate electricity cheaper than purchasing it. Facilities continues to monitor the power generating industry for potential generating applications that would be compatible with the COGEN plant and be cost effective. At the point Facilities believes investing into additional electrical generation capacity is cost effective it will hire an engineering firm to validate the cost savings. (Facilities-Utility Operations)
- ❖ Facilities Warehouse inventory turns increased from 1.9 to 3.2 per year. (Facilities)

- ❖ A separate Grounds crew was set up for litter control which improved service and reduced the number of hours needed to provide the same level of service. (Facilities-Grounds Operations)
- ❖ Two new FTE positions were created from the Waste Hauling account which has allowed more time available for landscape maintenance and new landscaping initiatives. (Facilities-Grounds Operations)
- ❖ Eliminated 42 of 110 chemicals used by custodians which reduced inventory and training requirements. (Facilities-Custodial Operations)

Improved, accurate and timely dissemination of financial information.

- ❖ A Facilities & Administration (F&A) Cost Proposal was prepared by the Interim Director of Grants & Contracts Administration and submitted by the February 2004 deadline, with successful negotiation of an increase in the university's rate from 46% to 47.5% -- which will be utilized for the next three fiscal years (2005-2007). It is estimated that the higher rate will increase the recovered F&A by \$300,000 annually. (Financial Services-Grants & Contracts Administration)
- ❖ The General Accounting Office has spent a significant portion of FY 2004 doing "prep work" to assure that receivables are reconciled, vendor files are up-to-date, and outstanding problems are resolved. Because of timing differences between the SARS (student) system and the CUFS (general ledger) system, it has been a major challenge to reconcile the student accounts. To accomplish this, the SARS system was completely shut down (for the first time ever) during the winter break. This will enable the SAP system to begin with "clean" data. This has required a significant effort. It should be noted that many implementation sites often go into their new system with un-reconciled and/or old data (which can carry forward year after year). (Financial Services-Accounting)
- ❖ Work on the Compensation Policy project was reinstated in August 2003 and the biennial salary surveys were mailed to approved participants on September 12, 2003. The personal face-to-face interviews to verify job match accuracy were held and the data was prepared for President's Cabinet approval. (Human Resources)
- ❖ Revised entire Summer Pre-pay process for grad students and prepared all letters and enrollment materials to the grad students related to this. Also completed the standard pre-pay process for faculty at the same time. (Human Resources)
- ❖ Developed a new, user-friendly spreadsheet for use by account managers regarding mid-year pay raises. The form provided a uniform way of providing information which also ensures that the information will be more accurate. (Budget Office)
- ❖ Developed and implemented a model to systematically fund faculty for SCH growth. (Budget Office)
- ❖ Developed a model to systematically fund faculty travel. (Budget Office)

Fewer exceptions to compliance issues.

- ❖ The Coordinator of Facilities Inventory and the Assistant Vice President for Finance completed assigning addresses to all university buildings and received approval by the Cabinet of the addresses. This project is to assure compliance with 9-1-1 and is being coordinated with the City of San Marcos Emergency Services and Texas State University Police Department. (VPFSS Office)
- ❖ Grants & Contracts Administration (GCA) collaborated with the Office of Sponsored Programs to present several sessions of "The Grants Game". GCA will also sponsor a presentation on federal research post-award requirements in early July. GCA training is extremely important as the university's research efforts expand. (Financial Services-Grants & Contracts Administration)
- ❖ The Risk Management & Safety Director developed and presented the first-ever "Safety 101" course through the Office of Professional Development. RMS training is extremely

- important as the university's research efforts expand. (Financial Services-Risk Management & Safety)
- ❖ Texas State's Internal Audit Office requested the State Auditors Office to review the evaluation of the staff market salary survey process. The SAO responded that Texas State's process is "one of the better ones used in the state." In addition, Human Resources staff reviewed all 6 HR modules and met with an SAO representative to clarify requirements for SAO HR Assessment tool. (Human Resources)
 - ❖ Assistant Director of HR represented Texas State at 4 unemployment hearings and won 3. Still appealing the other. (Human Resources)
 - ❖ Facilities implemented a process to track HUB purchases with procurement cards. (Facilities)
 - ❖ In July 2003 the Texas Commission on Environmental Quality (TCEQ) renewed the operating permit for the COGEN Plant. (Facilities-Utility Operations)
 - ❖ In the most recent State Audit it was noted after a thorough review of the Dining Services Contract that the Auxiliary Services Office has more than adequate controls in place; however, they are not documented. The office of auxiliary services has written documentation for the various steps that are taken to ensure oversight of the Dining Services Contract (Auxiliary Services)
 - ❖ The State Auditor's Office has closed their investigation of the Bookstore cash discrepancy without finding any evidence to support prosecution. After various investigations, including those conducted by forensic accountants from the private sector, it can not be determined whether a theft/fraud took place or if accounting errors caused the discrepancy. Therefore, the balance in the former petty cash account will be written off on the August 31, 2004 annual financial report. (Auxiliary Services – Bookstore)
 - ❖ Texas State's HUB participation continues to be monitored closely. Permanent funding was approved for a Purchasing Specialist to have front-line responsibility for HUB compliance. (Financial Services - Procurement Services)
 - ❖ A formal, routine program of campus-wide inspections of facilities was initiated and refined to assure compliance with fire, environmental, and occupational safety requirements. (Financial Services - Risk Management)

Facilities and infrastructure conducive to the overall well being of the students, faculty, and staff.

- ❖ The Assistant Vice President for Finance submitted the Campus Heritage grant proposal to the Getty Foundation to secure funding for a historical preservation plan for buildings pre-1955 for incorporation into the Campus Master Plan. Award notification is expected by August first. (Assistant Vice President for Finance)
- ❖ An institutional space audit was conducted in the fall by the Assistant Vice President for Finance to update the room inventory. Particular attention was given to research space. A current room inventory will provide more useful information to the Campus Master Plan consultants with regard to recommendations for additional space. (Financial Services, Grants & Contracts Administration, VPSS Office)
- ❖ A design team was selected by the university and approved by the Board of Regents at the May 2004 meeting to assist Texas State in the development of the 2006-2015 Campus Master Plan. (Assistant Vice President for Finance)
- ❖ Data collection, in the form of a Campus Environment and Facilities survey and open forums, took place fall 2003 to aid in the development of the 2006-2015 Campus Master Plan. (Assistant Vice President for Finance)
- ❖ Properties for sale and/or lease by the University: *Pollard property on RR 32.* The property was actively marketed with on site signs and an open-date RFB on the Texas Market Place. One formal offer was received but the University's counter offer was declined. *Hwy 21:* An open-date RFP was posted and remains active in response to local interest to enter into a lease arrangement with the University for 10 of the 25 acres located on Hwy 21. One formal and one informal proposal were received but attempts to finalize a transaction have not been successful. *IH 35 and McCarty:* An open-date RFP

- remains active. No formal proposals were submitted. However, there had been numerous conversations with parties interested in golf course, conference center and mixed-use development. *McCarty and Hunter, 40 acres*: An open-dated RFP remains active. No proposals have been received. Interaction with Hays County to provide an easement with a take of about 2 acres should be finalized by the end of FY 04.
- ❖ Properties to be acquired by the University: *469 Holland St.* A formal offer has been made by the University to purchase the residence. No formal response has been received although the owners indicate that they are preparing a counter offer. *602 Academy St (Kappa Alpha house)*: An offer has recently been made by the University to purchase the house. No formal response has been received, although there have been numerous conversations regarding the intentions of the fraternity to generate sufficient funds to relocate in an area close to the University. *Campus Christian Community Center*: A new Director and potential plans to develop a cooperative religious program between the Lutheran and Methodist ministries may provide an opportunity to re-enter into discussions to purchase the property. (Special Assistant to VPFSS)
 - ❖ An arrangement was made with the Round Rock Independent School District to revise their night-use limitation policy so that Texas State classes could be held in the high school. (Special Assistant to VPFSS)
 - ❖ Facilities Planning, Design and Construction is dedicated to ensuring that all capital improvement projects will meet high-quality standards, be completed on schedule, and be delivered with minimum disruption to the campus community. The following projects commenced construction in fall 2003: McCoy Hall, Education Renovation. Contracted the re-roofing of Lampasas (Old Art) to comply with the standards of the Texas Historical Building Society. The following projects were completed in FY 2004: Roy F. and Joanne Cole Mitte Complex, Strahan Addition, and the Student Health Center. Construction of the Round Rock Higher Education Center will begin spring 2004. (Facilities Planning, Design and Construction)
 - ❖ Implemented a program to test custodial “green products” at End Zone Facility and the Strahan Addition. (Facilities)
 - ❖ Major maintenance on Cogen equipment was completed during 2003 Christmas break on schedule and on budget. (Facilities-Utilities Operations)
 - ❖ Completed building inspections on 27 E&G facilities, generating 347 work requests and adding 31 items to the deferred maintenance list. (Facilities)
 - ❖ Roof PM inspections have been established and are being conducted regularly. (Facilities)
 - ❖ Landscape improvements are being identified for the President’s approval and will be implemented at selected locations prior to November 1. (Facilities – Grounds Operations)
 - ❖ Review of the programming of the system reveals that over time a number of campus building HVAC systems are operating 24/7 based upon actual or perceived need. Facilities will continue to work with building occupants to adjust the program to maximize energy savings without imposing undue hardships on building occupants working outside of normal business hours. (Facilities)
 - ❖ Deferred maintenance projects for FY 2004 were prioritized within currently available funding. The Academic Affairs division was involved in prioritization of the recommended deferred maintenance projects. As of April 2004 have issued contracts for 19 projects totaling \$559,031. Renovation of the Education building will result in several deferred maintenance projects being completed. (Facilities, VPFSS Office)
 - ❖ Utilities Operations has developed a Utility Master Plan reflecting university needs for the next 5 to 10 years that will replace aging infrastructure and add additional infrastructure to meet the growth needs of the university. (Facilities-Utilities Operations)
 - ❖ In January 2004 implemented a major realignment of resources among the three Grounds maintenance work zones which has greatly improved the appearance in the central campus academic zone. (Facilities-Grounds Operations)
 - ❖ Participated in the campus-wide lighting and safety survey to establish lighting standards to be incorporated into the Master Plan. (Facilities)

- ❖ In a joint effort with the City of San Marcos and Cleanfuel USA, established a new propane refueling facility on campus. (Facilities)
- ❖ Work areas have been assessed for safety issues and an assessment of ergonomic issues will be undertaken soon. (Risk Management for all areas of Financial Services)



Create a challenging and satisfying work environment by promoting an effective, qualified and diverse workforce and publicizing our accomplishments.

Employees in the FSS Division will know what is expected of them, be informed, and receive timely, honest feedback on their performance.

- ❖ Departments in the FSS Division completed the annual employee appraisals within the required timeframe.

FSS employees should achieve a rating of 300 or above on their performance evaluation appraisals.

- ❖ Three employees in Facilities and four employees in Auxiliary Services received ratings below 300 and were provided performance improvement plans. One of the employees in Auxiliary Services has since terminated employment.

A systematic training and development program will be in place for each FSS employee.

- ❖ During FY 2004, four (4) Supervisory 101 training sessions were held for staff in the FSS Division. Including the first session held in June 2003, a total of 66 FSS staff have completed the program. Evaluation surveys completed after the 4th session indicate:
 1. 93% responded that the sessions were relevant to issues encountered as an FSS manager.
 2. 95% responded that the facilitator presented the sessions in an interesting manner.
 3. 96% responded that they would recommend the course to other FSS managers.
 4. The participants responded that they learned the most from the session on Feedback (35%), followed by the sessions on Synergy (31%), Motivation (25%) and the Introduction (9%).
 (Special Assistant to VPFSS)
- ❖ Significant efforts have been devoted to increasing the skills of employees, particularly clerical staff who have been “paper-pushers” with the CUFS system. These employees need higher-level, analytical and technical skills in order to perform adequately with the SAP system. Training was provided for MS Office and “Accounting for Non-Accountants”. (Financial Services)
- ❖ Additionally, emphasis continues on assuring that all staff members (classified and unclassified) are knowledgeable about their functional areas. Training included, but was not limited to: TASSCUBO conferences, TBPC Purchasing courses, Bursar’s conference (e-payments, etc.), SPA meetings, SAO Grants Management, SACUBO, and Treasury Institute. Because of growing problems experienced nationwide in this area “Fraud

- Prevention & Detection” was presented by the State Auditor’s Office to all professional staff and those clerical staff with supervisory responsibilities. (Financial Services)
- ❖ In order to encourage problem-solving and to foster an environment of “looking for solutions” – all AVP-FS/Treasurer direct reports attended training entitled “Crash Course in Creative Leadership”. This also functioned as a team-building opportunity. (Financial Services)
 - ❖ Managerial evaluations were expanded to include all FLSA-exempt management positions in the Financial Services units. (Financial Services)
 - ❖ Various members of the Auxiliary Services staff attended and completed the FSS Supervisory 101 training. Other members attended various local and national training sessions and meetings. Many members of the University Bookstore staff were involved in the 2004 NACS annual meeting held in San Antonio. Several store staff members were on the Host Committee for the meeting. (Auxiliary Services)
 - ❖ In October 2003, Facilities Planning, Design & Construction conducted our second annual Job Order Contract (JOC) Conference, attracting 70 participants from across the state of Texas. We expect 100-150 participants in October 2004. (Facilities)
 - ❖ Facilities has a well established training program with each employee receiving monthly training in job related and safety topics. In addition, each employee is required to attend an orientation program tailored for the Facilities work environment. (Facilities)
 - ❖ Facilities continues to offer training in English as a Second Language, Computer Skills and GED. We had one employee get his diploma in January 2004. (Facilities)
 - ❖ All of the staff in Human Resources attended training classes and conferences. Some of the events include: Fundamentals of Leave Management (SAO), Diagnosing Organization Issues (DBM), Introduction to Performance Measurement and the Dashboard System, Job Classification Training, Off the Shelf & Into Action, THEHRA Winter Conference, Leading Change: Making Change a Part of Business as Usual (DBM), Workers’ Compensation Training, Succession Planning, Lean University, CUPA-HR National Meeting and Balanced Scorecard. (Human Resources)

Division employees will be valued and their achievements recognized.

- ❖ The FSS Quarterly Team award program will be continued – FSS Newsletter Team received the quarterly award for August 2003; Emergency Services Team was the recipient of the team award for November 2003; Legislative Budget Changes Team was awarded the FSS Quarterly Team Award for insurance stipend and legislative changes implementation for February 2004.
- ❖ Delia Mendoza, Sales Assistant II, University Bookstore, was selected as Texas State Employee of the Month for January 2004.
- ❖ C.J. Hall, Construction Contract Administration, was selected as Texas State Employee of the Month for February 2004.
- ❖ Rose Olivo, Senior Human Resources Assistant, was selected as employee of the month for April 2004.
- ❖ “FSS Essentials” newsletter is published quarterly. This communication tool is used to develop a sense of family in the division. (FSS Division)
- ❖ Performance award monies were provided to BSC and distributed and customer service awards were presented at the May FSS picnic. (FSS Division)
- ❖ Director of HR scheduled and coordinated 3rd annual TSUS HR Directors meeting for May 17. Director of HR taught Political Science 3318 during Fall 04 semester as adjunct faculty member. Director and Assistant Directors of HR taught Professional Development’s Orientation for Administrators and Supervisors. Assistant Director of HR provided Workers’ Compensation Training to many departments and provided Leave, Time Sheet and Comp training for Athletics department. (Human Resources)
- ❖ The University Print Shop, Human Resources and Loan Collections Department were recognized in the FSS Newsletter. Individual employees throughout the division are recognized in the newsletter. (FSS Division)

The FSS Division will achieve a diverse workforce.

- ❖ The FSS Diversity Team completed a follow-up diversity survey and compared results to the benchmark. A formal report was provided to the VPFSS with recommendations. The VPFSS and BSC responded to the recommendations. A permanent FSS Diversity Team has been established.

DISAPPOINTMENTS

- ❖ The VPFSS Office Customer Satisfaction Survey was scheduled for distribution in February 2004 and the VPFSS Office Comprehensive Peer Review was scheduled for May 2004; however, due to budget cuts and time commitments for other projects such as the Campus Master Plan, neither has been completed. (VPFSS Office)
- ❖ ID Services continues to work closely with various stakeholders to expand the usage of the Texas State Student ID Card, both on and off campus. Many options have been reviewed over the past year; however, the project is not operational due to a lack of dedicated resources. Although the student ID Services Fee was secured two years ago we have yet to move forward on expanding the system; therefore, we are unable to begin collecting the fee. Every semester we fail to act we lose approximately \$80,000 in fee money.
- ❖ While great strides have been made in limiting the access to the campus of the off-campus competitors, campus groups continue to work with them for sponsorship dollars and new employee orientation. The University Bookstore located in the LBJ Student Center returns all dollars back to the students, faculty and staff of Texas State University-San Marcos. All campus community members need to understand and embrace this simple concept.
- ❖ Inadequate staffing adversely impacts the entire campus. But, the Financial Services area has a long history of being grossly understaffed, particularly in professional positions. With the implementation of a complex, integrated financial and human resources system – it is imperative that more professional positions be added. These are necessary to perform reconciliations that are unique to the SAP software and others which are necessitated by the GASB 34/35 financial reporting requirements. Higher-level skills are also needed because of the expansion of electronic processing—which provides greater customer service...but, also greater risk of loss. Problems in electronic processing need to be identified and resolved quickly. Increased internal controls with adequate separation of duties is essential in order to deter fraudulent transactions.
- ❖ Expansion of the university's research activities also causes an almost-desperate need for more professional staff in Grants & Contracts Administration (GCA), as well as Risk Management & Safety (RMS). Both of these are high-risk areas and both are critical to having success in our research efforts. GCA needs both an Administrative Assistant and an Assistant Director. The latter is needed to maintain the grants master data in the new SAP system, as well as analyzing and correctly recording cost pools (in anticipation of the next F&A proposal on a long-form basis). In addition to the routine duties of an Administrative Assistant, that position would help monitor effort reporting and some duties of associated with accounts receivable. These two positions represent “bare minimum” needs for GCA. Only these have been requested, in light of the university's overall budget constraints. The RMS office is the other area with critical needs, with staffing that is approximately one-third that of comparable Texas institutions. A complete program is needed that provides environmental health & safety training (including lab safety) and fire safety training, documents such training, and reviews physical conditions to minimize potential problems in these areas (and possible penalties & other costs). Two positions were requested as an “immediate” need in both the current and previous year, for the areas of fire safety and property insurance. Four additional RMS positions are needed in the next two years.
- ❖ Staffing changes and time constraints (due to FAS project) have prevented full implementation of the Charlotte software.
- ❖ Deferred maintenance continues to grow faster than funding availability. The Facilities Condition Index is greater than 5% which impacts the university's ability to get future projects approved by The Higher Education Coordinating Board.

