

Finance & Support Services

2004-2005 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.

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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 and other information.
- ✚ Minimal 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.



CUSTOMER SERVICE

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

Improve core processes.

- ✦ Vigilance over the FAS implement process must be maintained at a high level. “Go-live” for the financial system is September 1, 2004 and “go-live” for the human resources system in January 1, 2005. This continues to be a high priority for the FSS Division. In addition to learning the system, how to leverage its functionality and access data – we must plan for the “next phase”. This could include implementing additional SAP modules (such as Inventory) and/or changing business processes as the result of SAP functionality. SAP will provide metrics which measure cycle times. This will greatly enhance our ability to measure our performance and to look for ways to improve. (Financial Services, Budget, Human Resources, VPFSS Office)
- ✦ Maintain SAP Master Data structures to assure accuracy and consistency in FAS Phase I. (Financial Services)
- ✦ Many Financial Services staff members will be involved in developing specifications for and selecting a new student software system. This includes compiling reports inventories, documenting as-is processes, and determining desired to-be processes. In anticipation of these activities, plans must be developed for staffing functional areas so that current services run smoothly – in light of several staff members being assigned to the SIS project at some point in the near future. (Financial Services)
- ✦ Select and implement the Student Information System. (VPFSS Office, Financial Services)
- ✦ Identify (in the FAS/SIS project) and implement a building and room inventory database system to ensure accurate reporting and ease of reporting to THECB, insurance, utility allocation, and F&A Long Form. (VPFSS Office)
- ✦ Open the newly renovated Jones Diner in the fall 2004. This new location will add 385 seats and 4 new food concepts to the existing Jones Diner. This will make the location the largest food establishment on campus. (Auxiliary Services)
- ✦ Add 5,000 hours of service to our campus shuttle system to alleviate the continued strain on our system due to increased enrollments and community demand. (Auxiliary Services)
- ✦ Work with those that are planning for the opening of the Round Rock Higher Education Center on how some of our services might be extended to that location when it opens. Some of the services under consideration are; mail services, ID services, Bookstore, and vending. (Auxiliary Services)
- ✦ The current process for real property transactions needs to be evaluated and revised to alleviate confusion since activity will continue to increase with the university’s growth and expansion as well as the growth of the surrounding community. (Special Assistant to the VPFSS)
- ✦ Trainer positions will be requested, in conjunction with implementation of FAS software, to assure end-users and support offices are knowledgeable about and can leverage the maximum functionality of the system. (Financial Services)
- ✦ Improve retention and recruitment of high quality staff employees by assuring the University Pay Plan is competitive. (Human Resources)

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

- ✚ Expand services at the Round Rock Higher Education Center based on identified needs. (FSS Division)
- ✚ Collaborate in the feasibility study to explore possibilities for Texas State in San Antonio. (FSS Division)

- ✚ Work began in spring 2004 to review the functionality of the Charlotte investments software and to determine feasibility for accomplishing unitized investments and for establishing budgets based on the spending policy (4% of 12-quarter market value). This will require significant effort at a time when training is beginning for the SAP software. (Financial Services)
- ✚ Implement the expanded use of the University ID Card and begin charging the ID Services Fee in the spring 2005. The expansion will include vending, laundry, all University operations that currently accept payments, and an off-campus program partnering with a financial institution.
- ✚ Additional functionality will be implemented which allows for the processing of “e-checks”. Students will be able to pay with a check via the web by entering ABA transit code and bank account information. The feasibility of ARC check processing will also be studied. With this process, a paper check is fed through a reader at the Cashier’s Office and the check data is captured electronically. The check is returned to the person presenting it immediately at the time of payment. This eliminates the need to transport paper checks to the university’s depository bank. It also increases cash flow. (Financial Services)
- ✚ Enhance town/gown relationships by expanding community service activities and implementing a Staff Recognition Award for Community Service in the FSS Division. (VPFSS Office)
- ✚ Implement the FSS portion of the document imaging system. (FSS Division)
- ✚ Establish a Work Life Program to communicate and advocate for university work-life benefits and liaison with management as well as local community officials to address employee issues related to work-life. (Human Resources)
- ✚ Implement the automated, paperless employment application system. (Human Resources)

Assessment is used for continuous program monitoring and improvement.

- ✚ Collaborate in the review of grant titles currently in use and implement revisions. (Human Resources)

- ✚ Comprehensive Peer Reviews will be conducted by the Print Shop, Facilities, Loan Collections and the VPFSS Office.
- ✚ The VPFSS Office Customer Satisfaction Survey will be distributed. (VPFSS Office)

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

- ✚ FSS Departments will ensure up-to-date departmental web pages.



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.

- ✦ The FSS Division will support the change of Texas State's status to a doctoral intensive institution.
- ✦ Computers older than 4 years will be identified for replacement via the computer refresh cycle.
- ✦ Implement the University Bookstore Consultants recommendations and continue to operate the store at the highest level of service possible with the fewest number of employees required. (Auxiliary Services – Bookstore)
- ✦ Continue to reduce the presence of our competitors on campus. The Bookstore can then increase our market share and provide a greater financial return to the University. We would also like to begin giving money back to the students in either a scholarship fund or direct rebates based on the amount of purchase. This would help solidify our position that we are the student's best choice for their college bookstore needs. (Auxiliary Services – Bookstore)
- ✦ Implement an annual equipment utilization plan for replacement of obsolete custodial equipment. (Facilities – Custodial Operations)

Improved, accurate and timely dissemination of financial and other information.

- ✦ Build cost pools, structure SAP master data, etc. – to assure adequate information for the next F&A Proposal (due February 2007). This will be the first time Texas State has submitted a long-form proposal. It will be required, based on federal research revenues of more than \$10,000,000 annually. (We presently earn more than \$9,000,000 annually). (Financial Services – Grants and Accounting Administration)
- ✦ Develop an implement a base line and incremental funding for operations (non salary) to keep up with inflation and growth. (Budget Office)
- ✦ Employ annual budget plan to address all strategic priorities including increased faculty and staff salaries. (VPFSS Office, Budget Office)
- ✦ The availability of resources to support strategic plan initiatives will be assessed. (Budget Office)
- ✦ Improve retention and recruitment of high quality staff employees by assuring the University Pay Plan is competitive. (Human Resources)

Minimal exceptions to compliance issues.

- ✦ Ensure compliance with State Fire Marshal regulations and protection of assets. Fire Safety and Risk Management positions will be requested to meet compliance requirements in these areas. (Financial Services – Risk Management & Safety)
- ✦ Texas State's HUB participation will be monitored closely. (Financial Services – Procurement Services)

- ✚ An Assistant Director for Grants and Contracts Administration will be requested to have responsibility for many aspects of compliance (e.g., effort reporting and F&A costs pools), as well as accounts receivables. (Financial Services – Grants & Contracts Administration)
- ✚ Establish a program to review/audit of procurement card expenditures to assure compliance with state and university regulations. (Financial Services – Procurement Services)
- ✚ Plans will be finalized for the location of a Hazardous Waste Facility. (Financial Services – Risk Management & Safety and Facilities)
- ✚ Implement a vehicle replacement schedule for FSS Division vehicles in order to meet the State Fleet Management Plan. (Facilities, Financial Services)
- ✚ Enhance training of Grants & Contracts staff to assure compliance with funding source and federal/state requirements. (Financial Services – Grants & Contracts Administration)

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

- ✚ The 2006-2015 Honor the Past, Claim the Future Campus Master Plan will be developed with the assistance of the university and City of San Marcos stakeholders to ensure it serves the needs of the university for the next ten years. The Plan will be approved by the Board of Regents at the May 2005 meeting. Workshops and meetings will be facilitated by the Assistant Vice President for Finance and Support Services Planning. (VPFSS Office)
- ✚ All capital improvement projects will meet high-quality standards, be completed on schedule, and be delivered with minimum disruption to the campus community. The renovation of the Education Building will be completed December 2004. The Round Rock Higher Education Center will be completed August 2005. (Facilities Planning, Design and Construction)
- ✚ Maintain deferred maintenance at less than 5% of current plant replacement value (includes elevator ADA compliance, upgrade of fire pumps and fire hydrants, and upgrade fire alarm systems). (Facilities)
- ✚ Improve the physical setting of the campus (landscaping) to make Texas State look like a premier national institution of higher education. (Facilities – Grounds Operations)
- ✚ Negotiations will be conducted, as needed to develop easement agreements on university property. (Special Assistant to the VPFSS)
- ✚ Property acquisitions identified in the Campus Master Plan will move forward when funding permits. The Special Assistant will coordinate and/or negotiate the sale of university property. (Special Assistant to the VPFSS)
- ✚ Major maintenance on the Cogen equipment will take place during the 2004 Christmas break. (Facilities – Utilities Operations)
- ✚ Restore the aquatic ecosystem associated with Spring Lake in partnership with the U.S. Corps of Engineers on a cost-share basis using federal funds available under Section 206 of the Water Resources Development Act of 1996. (Facilities)



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.

- ✦ All of the departments in the FSS Division will complete the annual employee appraisals within the required timeframe.

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

- ✦ Employees in the FSS Division with ratings below 300 will receive performance improvement plans to ensure higher ratings the following year.

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

- ✦ Develop and implement a formalized FSS Division plan to provide staff with professional development opportunities to promote the personal and professional growth necessary to successfully carry out the responsibilities of their positions. (BSC Members)
- ✦ Staff in the FSS Division will undergo training to prepare for the implementation of the human resources system.
- ✦ The Supervisor 101 program has had a successful first year and will be continued in FY 2005. Revisions to customize the program to fit Texas State and to develop curriculum for an advanced manager program will be addressed during FY 2005. It is possible that the program will be offered through Staff Development to other Texas State divisions. Opportunities to coordinate with other training resources would help to enhance the program. (Special Assistant to VPFS)

Division employees will be valued and their achievements recognized.

- ✦ The FSS Quarterly Team award program will be continued.
- ✦ Performance award monies will be distributed to BSC and the customer service awards will be named in May at the division picnic.
- ✦ FSS employees will be recognized in the FSS Newsletter.

The FSS Division will achieve a diverse workforce.

- ✦ FSS Division supports university initiatives for increasing diversity by enhancing the diversity of applicant pools through targeted position advertisements. (FSS Division)

- ✚ Establish a permanent divisional diversity committee with Human Resources serving as staff to the committee. The FSS Diversity Committee will initially be charged to implement recommendations from the 2003 Diversity Committee Report. (VPFSS Office, Human Resources)
- ✚ FSS will identify ways to infuse diversity-related activities or events into staff meetings or other department activities throughout the year. (FSS Division)
- ✚ Publicizing the diversity of our employees and their accomplishments (in University Star, San Marcos newspaper, FSS Newsletter, etc.). (FSS Division)