

Strategic Plan – FY 2007-2012

Division of Finance and Support Services

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

Finance and Support Services has enjoyed significant success during the past several years. Our organization has met challenges with commitment and skill. In support of the University's goals, the division has three goals. Listed below each goal statement are a few of the many accomplishments completed through 2006. These accomplishments are a direct result of the hard working people in Finance and Support Services.

1. Enhance our customer service focus by continuously reviewing our core processes and implementing new services.
 - Implemented revised ORP/TDA Vendor Certification process following approval by the Board of Regents.
 - Conducted biennial staff market salary survey and used SAP functionality for the first time for this process. Also converted the University-specific title market to CUPA-HR data in lieu of ten largest Texas universities.
 - Continued SAP post-implementation activities including transition to new business processes and reports on summer insurance, overtime payments, unprocessed time entries, ORP participation, exempt comp time, and assisted in training on these and other SAP processes.
 - HR developed new processes for validation of degree requirements, employment testing, and background checks on finalists for open positions.
 - At the request of TSUS, Texas State's HR office took the lead in organizing the System HR Directors and coordinating regular meetings of the group at the System Office.
 - Successfully built the first budget using SAP, including the first "salary review" process in SAP.
 - Texas State became the first customer to implement SAP's Position Budget Control module.
 - Implemented E-checks as another payment option for students.
 - Implemented a web-based ETLTP payment application.
 - Implemented a new Residence Life Pre-payment program which required changes to the previous billing, receipting and refunding programs.
 - Continued to adjust business processes to accommodate SAP financial modules in purchasing, materials management, and accounting and conducted training on the changes.
 - Revised "zero balance" issue to a "soft drop" process which necessitated changes to bills, web, flyers, and the voice response system.
 - Implemented payroll deduction for parking permits.
 - Contracted with Wells Fargo Bank to offer off-campus access to the Bobcat Bucks debit account.

2. Protect the financial integrity of the university by safeguarding the university's assets, ensuring efficient use of university resources and compliance with regulatory authorities.
 - Initiated the first wave of new projects in the 2006-2015 Campus Master Plan and created the new CMP Implementation Team to ensure the coordination of project planning, sequencing, and scheduling of the projects over the ten year period.
 - Updated the University Design Guidelines and Construction Standards consistent with those adopted in the new Campus Master Plan.
 - Assisted the TSUS System Office with the development of streamlined construction rules and project management procedures, and rewrote the TSUS standard construction contract at the request of System officials.
 - Successfully opened the Avery Building at RRHEC for fall, 2005.
 - Completed the renovation of the historic Aquarena Springs Inn into the Texas Rivers Center.
 - Renegotiated the shuttle bus contract to get 23 new buses and get us to the 2010 census and closer to the possibility of federal assistance for TxTram. Also, opened the Austin route to the public.
 - Changed the Copy Service contract to save the University approximately \$23,000 per year and gain HUB credit for all copy paper purchased.
 - Reorganized and upgraded the level of expertise of staff in Environmental Health, Safety and Risk Management to better protect students, faculty, staff and assets of the University.

- Implemented a pre-sort contract which will save the University approximately \$25,000 per year in postage.
3. Foster an inclusive and supportive environment that values students, faculty, and staff and their contributions to the Texas State community, resulting in increased diversity and improved employee morale.
- The ‘Tools for Tolerance’ workshop created by two FSS employees was offered in Professional Development workshops on campus.
 - HR developed contracts with publications and recruiting services that effectively reach diverse applicant pools for use campus-wide.
 - The FSS Diversity Committee has drafted a divisional Diversity PPS and transmitted it to the Vice President for Review.

Finance and Support Services’ continued success depends on several challenges which, to varying degrees, remain outside of the control of our units. Our efforts recognize the possible impact of these challenges as we continue to implement a plan for the best use of our employees’ efforts and resources.

- Revenue constraints will continue to challenge the University. Uncertain state support, possible limited growth in enrollments, and recognition of students’ tuition burden must be considered.
- The University will face increased costs to support facilities and infrastructure.
- We will continue to experience an increased demand for accountability from state and federal agencies as well as the general public. These demands will result in more monitoring, record keeping, and reporting.
- Expectations of our internal and external customers will continue to increase, limiting our ability to reduce or eliminate services.
- The Texas State University System expects us to establish a leadership role in environmental stewardship, specifically in regard to the design of new facilities using the Leadership in Energy and Environmental Design (LEED) criteria to achieve LEED Certification for our major projects.
- Advancements in technology will change the way we communicate and do business.
- University-wide initiatives impacting Finance and Support Services will require additional funding for which others will be competing.

The 2007-2012 Strategic Plan for Finance and Support Services reaffirms our commitment to the University, our employees, our customers, and the community. As part of the planning process we revisited our mission, vision, goals, and have identified six priorities for targeted development in the next five years:

- **Future Administrative Systems** – With the assistance of the Information Technology Division, implement the SAP ERP 2005 Upgrade to include both current functionality as well as new functionality (e.g., on-line travel, on-line Personnel Change Requests); fully implement the Budget Development Module; pilot Budget Development on the web; and implement work flow. Implement the Student Information System. Implement a Facilities Inventory Database which addresses research space to support indirect cost recovery.
- **Campus Master Plan** – Implement the ten year capital plan which includes new construction, major repair and rehabilitation, landscaping/open space projects, and infrastructure projects.
- **Focus on People** – Improve recruitment and retention of high quality staff employees by assuring the University Pay Plan is competitive. Recruit and retain a diverse workforce. Implement diversity initiatives recommended by the FSS Diversity Team.
- **Facilities Renewal and Replacement** – The Coordinating Board and Board of Regents have publicly declared a renewed interest and emphasis on keeping “deferred maintenance” to a minimum. Failure to do so could jeopardize future new construction projects.
- **Environmental Stewardship** – Efficiently use and conserve energy, water, and other resources; minimize hazardous waste and toxic materials on campus; use environmentally responsible campus design and planning principles; and ensure regulatory compliance.
- **E-Business** – Streamline processes, improve productivity, increase efficiencies and enable organizations to easily communicate, and transact commerce in a secure manner with the use of Web technology. In support of the directives from the Texas State University System, paper transactions will be migrated to an electronic, paperless environment.