

OPERATIONS PLAN

FY 2011

FINANCE AND ADMINISTRATION DIVISION
ANGELO STATE UNIVERSITY



EXECUTIVE SUMMARY

This plan articulates the operational goals, action items, and measurements for Angelo State University's Finance and Administration (F&A) division during FY 2011 as we support the university's mission. The goals are designed to support key institutional initiatives such as growth, residential campus, collaboration with the regional community, and helping to make the "Angelo State experience" something more than a normal college experience. Each major Finance and Administration goal is subdivided into multiple objectives, tasks, and criteria by which the accomplishment of goals will be measured. The detailed objectives and related information are cataloged in the Strategic Planning On-Line (SPOL) portal.

This plan is based on supporting the strategic initiatives of the Texas Tech University System and the master goals for Angelo State University. It was developed based on the understanding that strategic planning is a process used by an organization to develop and refine organizational strategies in response to internal and external trends. The key elements included in our process were an assessment of the internal and external factors affecting the organization, the establishment of prioritized goals based on those factors, the development of action plans to implement the goals, and identifying the criteria by which the goals will be measured. The broad goals for our division will in turn lead to the creation of goals and action items at the department level, with department action plans forming the basis for budget requests.

The F&A operations plan is intended to be dynamic, in that a continuous cycle of planning, implementation, assessment, and refinement will be used to facilitate continuous improvement and insure that plans are congruent with a constantly changing environment. The feedback nature of the plan-implement-assess-refine cycle helps keep the organization's resources focused on accomplishing the organizational mission even as some aspects of that mission may be undergoing change.

MISSION

The role of the Finance and Administration division within the university is to act as the backbone of the campus. We provide quality facilities and related infrastructure, insure that risks are mitigated and emergencies are managed, provide accessible financial and academic support services to all internal and external customers, and ensure that an appropriate workforce is available to accomplish the academic mission. Our customers include students, faculty, staff, parents, taxpayers, the regional community, vendors, and other educational institutions.

F&A Division Goal	Division Measurements	Planning Unit Objectives FY 10-11 (Note: you must be logged in to SPOL to view objective details)
Operational goal 1: Maintain a physical and operational campus environment that supports all strategic initiatives.		
ASU Master Goal supported: MG 2 “<i>The University provides and maintains facilities appropriate for the University’s academic and co-curricular programs.</i>”	Facilities are maintained in a manner that supports University goals for growth, retention, and a quality learning environment.	863 Enhance Student Learning Initiatives 1199 Programs that enhance student services 1217 Residential Campus Efforts 1257 Consideration of Alternatives for Facilities 1258 Construct and Renovate Facilities to Meet Environmental Guidelines 1260 Develop and Complete Projects as per Facilities Master Planning 1261 Develop Campus Master Plan Update
Strategic Initiative supported: SD 3 “<i>Establishing a residential campus</i>”	Campus Master Plan 2028 is completed and implemented by August 30, 2011.	1265 Review Traffic and Parking 1276 Space Utilization Initiative
SACS accreditation requirement supported: 3.11 “<i>Physical Resources</i>”	A comprehensive repair and replacement schedule for both E&G and residential facilities is in place.	1277 Develop UREC Programming Site at the ASU Lake Facilities 1278 Increased Counseling Services Assessment 1279 Medical Clinic Service Enhancements
<u>Operational Objectives</u> - Plan, implement, and enhance initiatives that support growth, residential campus, and high quality support services. - Maintain staffing and M&O funding at a level that enables facility quality to meet or exceed benchmarked standards.	- Staffing and M&O funding are at a level that enables facility quality to be maintained at a Best Practices level. - Services are provided at a level that supports and encourages recruiting and retention of faculty, staff, and students.	1287 Exercise Room 1421 Renovation of One Card Office 1438 Support Strategic Planning On Line (SPOL) efforts 1446 Plant Replacement 1450 Increase Capital Equipment Budget 1510 Develop a Leadership ASU program 1511 Participate In and Support University Strategic Planning Council Efforts 1512 Participate in Actions Related to SACS Preparation 1540 University Center Facility Enhancements 1547 Planning for a Possible Child Care Service 1586 Campus Exposures 1712 Increase Counseling Services Programming 1862 Maintain a supportive, helpful environment for students, faculty, staff, community, and alumni 1876 CHP Debt Service

F&A Division Goal	Division Measurements	Planning Unit Objectives FY 10-11 (SPOL)
Operational goal 2: Improve operational efficiency. •	1. Annual Institutional Effectiveness goals that support the maintenance and improvement of Key Performance Indicators are established and assessed. 2. Planning, budgeting, and assessment activities are conducted via a centralized planning portal. 3. Data from surveys is used to improve and re-focus administrative services. 4. Finance and Administration managers meet on a regular basis to evaluate operational efficiency and plan improvement strategies.	542 Increase customer volume and services 729 Door Access and Alarm Management 740 Backup and Test Systems for CS Gold 884 Expand and update documentation of departmental processes 893 Contract Administration streamline 903 Convert Print Shop to Auxiliary 1198 Improve Operational Efficiency 1206 Evaluate policies and procedures for Property Management 1273 Standard Contract Management - No Pending Projects 1442 Energy reduction 1443 Provide sufficient technical staffing to meet the needs of the campus 1444 Revise and expand work schedules to support campus 24/7 1448 PM HVAC Equipment 1451 Interface FAMIS with Banner to improve efficiency 1453 Automate Travel Processes 1455 Revise Purchasing Policies based on Cost Efficiency Review 1461 Restructure approval authority of purchase orders in the Purchasing Office 1465 Promote 4-color press and just-in-time printing with departments 1538 Standard Contract Management - No Pending Projects 1539 Junnell Center/Stephens Arena Facility Enhancements 1553 Consolidate moving responsibilities into a full-time position 1823 Umbrella Office
• ASU Master Goal supported: MG 7 “The University regularly assesses and evaluates all institutional functions and programs to assure continuous improvement and to maximize efficiencies”.		
• Strategic Initiative supported: SD 2 “Establishing new/creative approaches to institution-wide resource allocation as a component of ongoing initiatives in accountability and continuous improvement and in response to the external environment”.		
• SACS accreditation requirement supported: 2.5 “Institutional Effectiveness”.		
<u>Operational Objectives</u> 1. Improve operational efficiency through cost savings and productivity enhancements. 2. Assess operational efficiency on an annual basis via internal evaluations and external surveys.		

F&A Division Goal	Division Measurements	Planning Unit Objectives FY 10-11 (SPOL)
Operational goal 3: Provide a high level of customer service to all internal and external University customers.	1. Annual Institutional Effectiveness goals that support the maintenance and improvement of Key Performance Indicators are established and assessed. 2. The results of Institutional Effectiveness assessments such as division and department surveys are used to improve and re-focus administrative processes and services. 3. Division-wide Customer service Standards are developed, implemented, and understood by all F&A staff.	555 Create a new Travel Office 1259 Customer Service Improvement 1274 Bookstore Service Enhancements 1275 Business Services Assessment 1285 Improve customer service - Miscellaneous AR project 1410 Effective Campus Communication 1413 Implement an "ID Card Insurance" Program 1416 Improve ability to communicate in Spanish 1433 Manage annual Administrative Services Survey 1457 Campus Security Alarm Monitoring 1462 Create Travel Office website, brochures, and FAQs 1513 Provide Expanded Technical and Project Management Support 1532 Improve Awareness and Marketing of F&A Processes 1535 Marketing athletics and UREC packages 1587 Improve overall student perceptions of the value of meal plans. 1689 Semi-Monthly Pay Frequency for Non-Exempt Employees 1787 UREC Membership Pass
ASU Master Goal supported: MG 5 <i>"The University maintains a supportive, helpful environment for students, faculty, staff, community, and alumni."</i>		
Strategic Initiative supported: SD 3 <i>"Establishing a residential campus"</i>.		
SACS accreditation requirement supported: 3.3.1.2 <i>Administrative Support services"</i>.		
<u>Operational Objectives</u> 1. Plan, implement, and enhance initiatives that support growth, residential campus, and high quality support services. 2. Provide a consistently high level of customer service to internal and external clients.		

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Operational goal 4: Develop a new financial management model that is linked to strategic planning; is automated; includes incentives for departments and employees. •	1. Fund balances will be maintained at or above 10% of annual revenue. 2. Reallocation of budget funds will be based on an analysis of existing budgets vs. prioritized institutional strategic plans. 3. Financial management of the institution is based on a model that utilizes incentives for high performing departments and employees.	Financial Management Model
• ASU Master Goal supported: MG 7 “The University regularly assesses and evaluates all institutional functions and programs to assure continuous improvement and to maximize efficiencies”.		
• Strategic Initiative supported: SD 2 “Establishing new/creative approaches to institution-wide resource allocation as a component of ongoing initiatives in accountability and continuous improvement and in response to the external environment”.		
• SACS accreditation requirement supported: 2.11.1 “Financial stability” and 3.10.4 “Control over financial resources”.		
<u>Operational Objectives</u> 1. Eliminate fund balance dependency. 2. Create an incentive based financial management model. 3. Prepare a budget analysis that supports reallocation.		

F&A Division Goal	Division Measurements	Planning Unit Objectives FY 10-11 (SPOL)
Operational goal 5: Enhance administrative services using technology applications.		
ASU Master Goal supported: MG 7 “The University regularly assesses and evaluates all institutional functions and programs to assure continuous improvement and to maximize efficiencies”.		738 Access Control and Alarms Management 850 Implement interface with CS Gold to allow residential students ability to change access PIN on-line. 851 Implement on-line payment for misc. Housing charges/fees.
Strategic Initiative supported: SD 6 “Creating/improving programs/services as part of the First Year Experience and ongoing student success initiatives”.		1266 Use Technology to Manage Project Operations 1272 Upgrade Ticket System to Provide Online Sales 1412 Higher One Refund Processing 1414 Implementation of Biometric Devices 1418 On-line process for submitting photos and card order requests
SACS accreditation requirement supported: 2.1.0 “Student support programs and services”.		1419 On-line Services 1420 Print Solution for the Computer Labs 1447 FAMIS Equipment Inventory System 1449 Detailed Key Inventory Tags In FAMIS
<u>Operational Objectives</u> - Routine business functions are technology based. - Business processes are easy to understand and user friendly. - Business process training is available to all clients.	80% of routine business functions are conducted using on-line technology based applications. - On-line processes are user friendly and easy to understand. - Faculty, staff, and students have access to information and training to enables them to understand and use technology based applications.	1454 Evaluate JP Morgan Chase Smart Data Online (SDOL) Reconciliation Module 1456 Expand ASU Alert to Include Social Networks 1470 Develop process for managing ELL / Quasi-student group housing requests. 1473 Upgrade the Police Department's Communication System 1496 Improve customer service - eBill students 1498 Improve processes by automating bank reconciliation 1499 Improve processes by automating the IDT process 1500 Improve customer service by adding Cashnet marketplace and/or storefront 1536 Security and technology upgrades 1688 Web Time Entry for Non-Exempt Employees 1859 People Admin 1861 Imaging and File Management

F&A Division Goal	Division Measurements	Planning Unit Objectives FY 10-11 (SPOL)
Operational goal 6: Develop variable tuition and fee schedules. - ASU Master Goal supported: MG 6 <i>"The University develops and enhances external partnerships, collaborations, and funding opportunities."</i> - Strategic Initiative supported: SD 1 <i>"Defining academic excellence through program enhancement ... academic partnerships and programs"</i>. - SACS accreditation requirement supported: 2.11.1 <i>"Financial stability."</i> <u>Operational Objectives</u> - Develop and implement a tuition model that encourages enrollment growth and retention. - The tuition model is program specific.	- The university has developed and implemented a tuition model that supports enrollment growth and retention of students. - Tuition models are specific to targeted recruiting and retention programs. - Tuition models are linked to collaborative efforts within the regional and state communities.	<u>Variable Tuition and Fee Schedules</u>

F&A Division Goal	Division Measurements	Planning Unit Objectives FY 10-11 (SPOL)
Operational goal 7: Maintain a high quality and diverse workforce.		
ASU Master Goal supported: MG 1 <i>"The University recruits, retains, and recognizes diverse, high quality faculty and staff."</i>		1264 Recruit and retain a diverse and quality work force. 1445 Continuous Office Staff Training 1458 Department Emergency Management Training 1460 Specialized Officer Training
Strategic Initiative supported: SD 4 "Achieving faculty/staff salary equity".		1463 Expand technical knowledge of Materials Handlers in Central Receiving & Supply
SACS accreditation requirement supported: 2.8 and 3.7.1 "Faculty", and 3.9.3 "Staff".		1554 Safety and Security 1589 Student Staff Development
Operational Objectives - The university maintains a skilled workforce that is appropriate for the university size and that is able to perform all academic and support tasks at a high level of quality. - Employee qualifications meet or exceed all statutory and accreditation requirements.	- The university attracts highly qualified candidates for open positions. - The annual percentage of employee turnover is less than 5%. - The annual percentage of failed (initial) searches is less than 2%. - The ethnic distribution of the university's workforce reflects that of the regional community. - Management and technical staff receive annual professional development training. - The university has a workforce plan in place that identifies future workforce trends and needs.	1704 Consolidate moving responsibilities into a full-time position 1749 Staff Salary Equity 1754 Enhanced Support of Program Office 1755 Events Manager Position Salary Equity Adjustments

F&A Division Goal	Division Measurements	Planning Unit Objectives FY 10-11 (SPOL)
Operational goal 8: Promote and manage campus safety, security, and wellness. - ASU Master Goal supported: MG 5 <i>"The University maintains a supportive, helpful environment for students, faculty, staff, community, and alumni."</i> - Strategic Initiative supported: SD 3 <i>"Establishing a residential campus"</i>. - SACS accreditation requirement supported: 3.11.2 <i>"Healthy, safe, and secure environment"</i>.	- The University has the appropriate infrastructure, personnel and processes to mitigate campus emergencies and to insure the safety of individuals and property. - A comprehensive NIMS-compliant Emergency Operations Plan (EOP) is maintained and tested on an annual basis. - Emergency Planning and Response training is conducted annually for university students, faculty, and staff. - All campus police officers receive quarterly emergency response tactics training and are NIMS certified. - Campus officers have access to and are able to use Mobile Data Computers (MDC's) to access plans and procedures relating to campus emergencies. - A Business Continuity Plan (BCP) is maintained, tested on an annual basis, and integrated into the overall Emergency Operations Plan.	1434 Update and expand Business Continuity Plan (BCP) 1436 Manage Fitness and Wellness program (ASUFit) 1441 Provide Quality Custodial Services 1557 Regulatory Compliance and Environmental Responsibility 1699 Increase Operational Services 1472 Explore External Funding Resources
<u>Operational Objectives</u> - The university maintains a healthy, safe, and secure environment for students, employees, and visitors. - Business functions for all university departments can be continued at an acceptable level during or after a Significant Business Interruption.		

F&A Division Goal	Division Measurements	Planning Unit Objectives FY 10-11 (SPOL)
Operational goal 9: Develop and leverage external partnerships and collaborative efforts.	1. Leadership, project support, and technical expertise are provided to all segments of the internal and external University community. 2. Collaborative projects and external partnerships that involve the university-economic development-regional community are supported by Finance and Administration staff. 3. Collaborative efforts with the regional community result in a positive image for Angelo State University and increased revenues.	1256 Consider Opportunities for Outside Collaboration 1390 Provide Technical Support for Business Resource Center (One Stop) 1435 Provide Community Service 1459 Participate in Community Activities Which Promote ASU 1534 Facilitate the development of a Community-Wide Wellness Initiative
• ASU Master Goal supported: MG 6 “<i>The University develops and enhances external partnerships, collaborations, and funding opportunities.</i>”		
• Strategic Initiative supported: SD 1 “<i>Defining academic excellence through program enhancement ... academic partnerships and programs</i>”.		
• SACS accreditation requirement supported: 3.3.1.5 “<i>Community/public service within educational mission</i>”.		
<u>Operational Objectives</u> 1. The university will develop, maintain, and expand collaborative efforts and partnership that increase revenues and promote recruiting and retention of students.		