

# **STRATEGIC PLAN 2009-2012**

## **FINANCE AND ADMINISTRATION PLANNING POD**

**ANGELO STATE UNIVERSITY**



## **EXECUTIVE SUMMARY**

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This plan articulates the goals and strategies that Angelo State University's Finance and Administration (F&A) division will achieve as we support the university's mission. The goals are designed to support key institutional initiatives such as growth, residential campus, economic development of the regional community, and helping to make the "Angelo State experience" something special. Each Finance and Administration goal is subdivided into multiple objectives, actions items, and criteria by which the accomplishment of goals will be measured.

Our plan was developed based on the understanding that strategic planning is a process used by an organization to develop and refine organizational initiatives 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 the definition of resource requirements.

The F&A strategic 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 support campus operations through efficiency and customer friendly services. 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 insure 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.

Finance and Administration Strategic Plan

**I. Goal: Support University Mission**

**I.a Objective: Lead and participate in a campus-wide transformation process as part of achieving Vision 2012.**

I.a.1. Action item: Insure that university action groups and the regional community receive professional support as needed to accomplish Vision 2012 goals.

- ✓ *Measurement: Finance and Administration staff will document annually attendance and participation on internal and external planning committees and boards.*

I.a.2. Action item: Maintain an open and transparent environment related to campus transformation actions.

- ✓ *Measurement: Planning documents, financial reports, and projections will be made available on-line within 10 working days to internal and external clients to insure that open and transparent processes take place.*

**I.b Objective: Plan, implement, and enhance initiatives that support growth, residential campus, and high quality support services.**

I.b.1 Action item: Campus services to include University Center, Food Service, Residence Halls, Health Center, recreation, and related items will be restructured to meet the needs of a year-round residential campus.

- ✓ *Measurement: The transformation of campus services will be completed by August 31, 2009.*
- ✓ *Measurement: Eighty-five percent (85%) of students surveyed on the annual F&A Customer Service Survey will rate the services as being “Good” or “Excellent”.*
- ✗ *Measurement: Resource requirements will be identified on an annual basis and appropriate fee recommendations will be made to accommodate service levels.*

I.b.2 Action item: Continue implementation of Campus Master Plan 2028.

- ✓ *Measurement: Houston Harte University Center Snack Bar will be expanded by January 2009.*
- ✓ *Measurement: A new residence hall (housing item #9 on Master Plan) will be completed and operational by September 2010.*

- ✓ *Measurement: Massie Hall Connection will be complete by June 2010*
- ✓ *Measurement: Hardeman Student Service Center will be completed and operational by January 2010.*
- ✓ *Measurement: Central Plaza Renovation will be complete by June 2010.*
- ✓ *Measurement: Porter Henderson Library IT Commons to be complete by August 2010.*
- ✓ *Measurement: Technology Infrastructure Upgrades to be completed by January 2011.*
- ✓ *Measurement: Archives Warehouse will be complete by May 2011.*
- ✓ *Measurement: College of Nursing and Allied Health addition will be completed by June 2011.*
- ✓ *Measurement: Athletic Renovations will be complete by June 2011.*
- ✓ *Measurement: Housing 2 will be complete by July 2011.*
- ✓ *Measurement: Food Service Expansion will be complete by June 2011.*
- ✓ *Measurement: Administration Building renovation and addition will be complete by November 2011.*
- ✓ *Measurement: Main Entrance Construction will be complete by November 2011.*
- ✓ *Measurement: Fire and Safety upgrades will be complete by June 2011.*
- ✓ *Measurement: University Police and Clinic Facility will be complete by July 2012.*
- ✓ *Measurement: Recreational area will be added to the Center for Human Performance by June 2012.*
- ✓ *Measurement: Housing 3 will be complete by July 2012.*
- ✓ *Measurement: Cavness Science Building will be Renovated by June 2013.*
- ✓ *Measurement: Housing 4 will be complete by June 2013.*
- ✓ *Measurement: Central Thermal Plant Addition will be complete by June 2014.*
- ✓ *Measurement: New Academic Building will be completed by June 2014.*
- ✓ *Measurement: Property acquisitions will be complete by August 2015.*

I.b.3 Action item: Residential Programs will collaborate with University Police, the Counseling Center and Student Life Office to develop and implement consistent alcohol and drug violation student discipline sanctioning guidelines which address education, risk management and behavior management principles

- ✓ *Measurement: 1: Sanctioning guidelines will be submitted for administrative approval by October 31, 2008.*

- ✓ Measurement 2: Based on Resident Life Survey, 80% of responding residential students will report that they are familiar with the alcohol/drug violation sanctioning process and possible consequences.

I.b.4 Action item: Residential Programs will enhance existing First-Year student success initiatives to increase first to second year retention of residential students.

- ✓ *Measurement 1: 10 additional student employment opportunities for residential student in the residence halls will be created utilizing re-allocation of existing student wages and/or discounted housing in exchange for work. New positions will be mentoring, leadership and/or academic support/tutoring related so as to specifically target retention and emerging First-Year initiatives. To be submitted with FY 09 budget request.*
- ✓ *Measurement 2: Residential Programs will request the addition of a staff member to administer, develop training and resources for, and coordinate departmental and collaborative First-Year and Enhancement programs and services. Position will be requested during FY 09 budget process. Anticipated responsibilities will include Honors Program liaison, Parent program and communications/liaison, Residence Hall Association, supervision of new student mentor/peer support positions, Counseling and Campus Safety collaborative programs, orientation and transition programming for new students, peer mentoring and advising training. Pending budget approval, position start date anticipated July 15 – August 1, 2008.*

I.b.5 Action item: Continue to enhance availability of services offered to students.

- ✓ *Measurement: Flexible scheduling will be implemented by FY 2010 for Physical Plant employees to facilitate having 12 hours of coverage per day instead of the existing 8 hours.*
- ✓ *Measurement: Expand parking services by allowing parking fines to be added to student's bill.*
- ✓ *Measurement: Provide E-bills to students by August 2010 (Fall Semester Bills)*

**I.c Objective: Identify and implement strategies that improve communications and collaborations with internal and external customers at all levels.**

I.c.1 Action item: Provide information to Communications & Marketing to enhance awareness of ASU growth and related initiatives.

- ✓ *Measurement: Document information will be provided to Communications & Marketing and evaluate results.*

I.c.2 Action item: Plan and implement an open forum for the University community on a semi-annual basis.

- ✓ *Measurement: Record minutes and attendance*
- ✓ *Measurement: Action requests brought forward by the University community will be responded to within 30 days.*

**I.d Objective: Enhance and support integrated institutional planning.**

I.d.1 Action item Provide leadership and support that facilitates the integration of Strategic Planning, Institutional Effectiveness, and that ties budget requests to planning.

- ✓ *Measurement: Budget requests for FY 2009 must be closely linked to the University Strategic Plan or supporting documents.*

I.d.2 Action item: Provide historical and projected fiscal information and reports that enable University staff to base budget requests on data and that support requests at the local, system, and state levels.

- ✓ *Measurement: Explore and report on the use of technology and delivery of required information to end users by January 1, 2009.*

**II Goal: Provide Operational Efficiency and Integrity**

**II.a Objective: Improve services & productivity through application of technology and appropriate management principles and techniques.**

II.a.1 Action item: Develop photo-rosters which will contribute to enhance faculty and student interaction, academic integrity, and classroom security.

- ✓ *Measurement: Photo-rosters will be available on demand for faculty members via RamPort by August 31, 2009.*

II.a.2 Action item: Evaluate the use of biometric devices in various buildings on campus.

- ✓ *Measurement: Report on the feasibility by August 31, 2009.*

II.a.3 Action item: Implement a system where students, faculty, staff, parents, etc can make real-time deposits to their RamBucks accounts, can check the balance on their RamBucks accounts, and can check the balances on the Meal Plan and RamPoints.

- ✓ *Measurement: Successful implementation and expanded services by May 31, 2009.*

- ✓ *Measurement: On-line deposits to RamBucks will increase 100%.*

II.a.4 Action item: Technology will be leveraged to improve the efficiency of processes.

- ✓ *Measurement: Electronic PAF's will be available 8/31/09.*
- ✓ *Measurement: Electronic Leave Reporting will be available 8/31/09.*
- ✓ *Measurement: Electronic time reporting for regular faculty & staff will be available 8/31/09.*
- ✓ *Measurement: Electronic Purchase Requisitions will be available 8/31/09.*
- ✓ *Measurement: Electronic Budget Transfers will be available 8/31/09.*
- ✓ *Measurement: On-line job applications will be available by June 1, 2009*
- ✓ *Measurement: Process Travel requests and reimbursements on line by September 1, 2010.*
- ✓ *Measurement: Proposal to use voice automated system to notify students of outstanding balance prior to class will be provided for evaluation by August 31, 2009.*

II.a.5 Action item: Residential Programs will implement on-line work order submission process for residential students using Adirondack Housing software.

- ✓ *Measurement: On-line work order system will be available to students by August 31, 2009.*

II.a.6 Action item: Residential Programs will implement Student Judicial reporting and tracking software as phase 3 of housing software implementation. Student Judicial software will assist in managing institutional risk associated with student conduct and Clery Act reporting requirements.

- ✓ *Measurement: Successful implementation by August 31, 2009.*

II.a.7 Action item: Space Management, Purchase Requisitions, Purchase Orders and Billing Extract Components of FAMIS CMMS will be integrated with Banner.

- ✓ *Measurement: Successful implementation of all four components by August 31, 2011.*

## **II.b Objective: Maximize the utilization of available facilities and funding.**

II.b.1 Action item: Develop a University wide energy conservation plan.

- ✓ *Measurement: Two annual energy conservation training sessions will be held for faculty and staff to reduce annual electrical consumption by 2% per year beginning with FY 2009 through FY 2012.*

**II.b.2 Action item:** Implement a centralized space management system and related procedures to increase facility use efficiency.

- ✓ *Measurement: A space management system will be operational by August 31, 2009.*
- ✓ *Measurement: Space utilization efficiency will increase by 10% during FY 2009 compared to FY 2007.*

### **II.c Objective: Insure that processes and procedures are structured to support employees and our customers.**

**II.c.1 Action item:** Customer Satisfaction Surveys and other data will be used to insure that F&A processes and procedures are clear, functional, and user friendly.

- ✓ *Measurement 1: At least 90% of Customer service Survey respondents will indicate that Finance and Administration processes are user friendly.*
- ✓ *Measurement 2: Finance and Administration staff will respond within 10 working days to suggestions for process improvement.*

## **III Goal: Quality and Diverse Workforce**

### **III.a Objective: Attract, retain, and motivate a quality and diverse workforce.**

**III.a.1 Action item:** Conduct an inventory and needs assessment of skill sets and staffing levels within the University's workforce and develop a comprehensive workforce plan of current and projected availability of skilled workers.

- ✓ *Measurement: Data will be collected beginning with FY 2008-2009 that shows both existing and projected skill set needs for the University's workforce.*
- ✓ *Measurement: A workforce plan document will be developed and presented to the university's senior management by August 2009.*

**III.a.2 Action item:** Improve the University's ability to attract qualified and diversified candidates for open positions.

- ✓ *Measurement: Develop a marketing campaign to market ASU as an employer of choice and diversity through magazine ads, video and television, website, and higher education publications. Develop and implement this campaign by June 1, 2009.*

- ✓ *Implement and integrate a background check program with the University's employment processes and practices.*

**III.b Objective: Evaluate and maintain competitive and equitable compensation, benefits, and work life for employees.**

III.b.1 Action item: Maintain University salary and benefits levels to determine congruence with relevant labor markets and internal job structure.

- ✓ *Measurement: Conduct formal salary equity studies every two years beginning August 2009 followed by August 2011 and so on.*
- ✓ *Measurement: Conduct a review and an internal survey of supplemental benefits and work life programs to determine employee satisfaction and cost effectiveness. This will be done every two years beginning August 2009 followed by August 2011 and so on.*

**III.c Objective: Enhance and expand faculty and staff development.**

III.c.1 Action item: Identify needs and implement an Employee Training and Development Program to support the current and future staffing needs of the University's work force.

- ✓ *Measurement 1: An employee development program will be developed and implemented by January 2009 that is based upon information obtained through a campus wide survey.*
- ✓ *Measurement 2. Implementing technology applications to deliver training and employee development programs for all employees by January 2009.*

**IV. Goal: Enhance Campus Safety and Security**

**IV.a Objective: Enhance, support and communicate a comprehensive University-wide Emergency Operations and Response Plan.**

IV.a.1 Action item: A comprehensive NIMS-compliant Emergency Management and Response plan will be implemented by the beginning of August 31, 2009.

- ✓ *Measurement: NIMS training for key personnel will be required to be completed during 2008 and all designated personnel will receive training by spring 2009.*

IV.a.2 Action item: Purchase and implement updated key control software by Sept 1, 2008. Re-evaluate, modify and update the current process for checking out and returning keys to university buildings to insure greater control and security by February 2009.

- ✓ *Measurement 2: Updated key control procedures will be implemented and operational by February 2009.*

#### **IV.b Objective: Evaluate and mitigate campus risks.**

IV.b.1 Action item: The University will identify and evaluate potential risks to university property and personnel.

- ✓ *Measurement: The University will contract to have a campus security assessment performed by the end of FY 2009.*
- ✓ *Measurement: A health and safety training program will be developed and implemented by January 2009.*
- ✓ *Measurement: Insurance amounts will be reviewed with the Texas Tech Risk Management office by the end of FY 2009, and will be increased based on recommendations of Tech and on Best Practice levels suggested by the national University Risk Management and Insurance Association.*

IV.b.2 Action item: The University will review potential risks to the University based on the Fraud Assessment Audit.

- ✓ *Measurement: All risks as identified by the Fraud Assessment Audit will be responded to with a plan to reduce risk to the University.*

#### **IV.c Objective: Expand and enhance public safety programs.**

IV.c.1 Action item: The campus community will access to and be familiar with the university's emergency plans and procedures.

- ✓ *Measurement: University police will provide two (2) annual emergency training sessions for students, faculty, and staff beginning December 31, 2008.*

IV.c.2 Action item: The infrastructure and processes required to mitigate and respond to campus emergencies will be upgraded to the Best practices standards recommended by the International Association of Campus Law Enforcement Administrators.

- ✓ *Measurement: Two additional call boxes will be installed and functional by the end of FY 2009.*

- ✓ *Measurement: A Computer Aided Dispatch (CAD) to increase accuracy and speed of response to emergency calls system will be purchased and operational by Fall 2010 to assist campus police in responding to campus emergencies. Such a system provides a more efficient way to communicate information from the Communications Center to police officers in the field. In addition, police officers can compile and complete reports without having “downtime” in the office thus maximizing manpower. Such systems are used by police departments across the country.*
- ✓ *Measurement: A centralized monitoring system would allow University Police to monitor all campus alarms in real time without having to rely on an outside monitoring company. Such a system would provide a quicker response by police to campus alarms.*

IV.c.3 Action item: The university will provide adequate and appropriate police services to the campus.

- ✓ *Measurement: One new police officer position will be authorized by the end of FY 2009. A new police officer will assist the police department in providing vital services as the residential campus grows.*
- ✓ *Measurement: The police department will achieve a police staffing level of 2.5 officers per 1,000 students. Such a staffing level meets the national average as reported by the U.S. Department of Justice report, “Campus Law Enforcement Agencies, 1995”. The report noted that the national average for armed police officers at public institutions was 2.5 per 1,000 students. This compared to 4.5 police officers per 1,000 students at private institutions.*

#### **IV.d Objective: Plan and implement facilities, processes, and procedures that support Green initiatives**

IV.d.1. Action item: The University will establish a system to control and monitor environmental impacts..

- ✓ Measurement: A chemical inventory software system will be in place by August 31, 2009
- ✓ Measurement: A Lab Safety Specialist will be hired for chemical management in the College of Sciences
- ✓ Measurement; All chemicals used and stored on the University campus will be managed using Environmentally Conscious (Green) processes.

IV.d.2 Action item: The University will develop future buildings that are sustainable and conserve energy.

- ✓ Measurement: Develop the Hardeman Student Services Center to meet LEED Silver accreditation by October 2011.
- ✓ Measurement: Develop Housing 9 to be LEED accredited by August 2011.
- ✓ Measurement: Develop a grey water reclamation program by August 2011.

## **V. Goal: Develop and Enhance External Partnerships and Collaborations**

**V.a Objective: Partner with local, regional, & governmental agencies to plan, implement, and manage initiatives that support the strategic initiatives of the University and economic growth.**

V.a.1 Action item: Finance and Administration staff will collaborate with other University divisions, governmental agencies, and private developers to plan and implement infrastructure projects that benefit Angelo State University's growth and mission.

- ✓ *Measurement: An appropriate ASU representative will participate in all planning sessions related to private/public partnerships.*

V.a.2 Action item: Increase the level of support for ASU campus growth initiatives.

- ✓ *Measurement: Regional community representatives will be asked to participate in all planning activities related to campus growth initiatives.*

V.a.3 Action item: Increase the level of University participation in regional economic development efforts.

- ✓ *Measurement: The University will actively seek opportunities to participate in and support regional economic development efforts, to include having university personnel serve on key economic development boards and task forces.*

V.a.4 Action item: Implement and maintain a public safety group to include but not limited to, members from SAPD, TGCS, COG, NOAA to assist with campus emergency.

- ✓ *Measurement: By Fall 2009, University Police will create a sub group within ASUAlert to include key public safety officials across the area. This project will assist in notifying and communicating to outside resources should there be a campus emergency. The area public safety group will be included in testing and emergency mitigation plans. This will be an ongoing project.*

V.a.5 Action item: Participate with local and area law enforcement to develop a Gang Task Force.

- ✓ *Measurement: University Police will join area law enforcement agencies in creating a gang task force by the Fall 2009. The task force will help disseminate information regarding gang members and their activities.*

**V.b Objective: Partner with local business community and private donors to develop programs and add facilities.**

- ✓ *Measurement: Develop a joint venture with private developers to utilize vacant ASU land in a manner that will benefit the students, faculty, staff and the San Angelo Community by August 2011.*
- ✓ *Measurement: Develop facilities with the downtown arts community that will be utilized by the community and the university to enhance the performing arts programs by December 2012.*

## **VI. Goal: Develop and Maintain a Quality Campus and Business Environment that Supports Strategic Initiatives**

### **VI.a Objective: Enhance services and productivity that supports growth and a quality learning environment.**

VI.a.1 Action item: Additional technical staff and revised work schedules will be deployed to support the needs of a larger 24/7-365 residential campus.

- ✓ *Measurement: Plant staffing and scheduling will be adjusted to meet the hourly needs per square foot in order to appropriately maintain all facility operation and maintenance needs at or above the current FY 08 quality level by the beginning of FY 2010.*
- ✓ *Measurement: Plant staffing will conform to APPA standards and Best Practices as demonstrated by peer institutions by the beginning of FY 2010.*

VI.a.2 Action item: Budget requests will be developed that reposition Capital Equipment replacement funding back to the FY 2001 level (note: this will be an approximate increase of 300% as compared to FY 2008).

- ✓ *Measurement: Capital equipment budget requests will be planned and submitted at a level that is 2-3 times the current FY 08 level to enable Capitol Equipment to be upgraded and replaced on a regular cycle that is consistent with Best Practices of peer institutions.*

VI.a.3 Action item: Request increases in maintenance funding that reflect needs to properly maintain campus buildings on a growing campus as the square footage of facility area increases.

- ✓ *Measurement: Approved funding for emergency, routine, and preventative maintenance will increase by at least 10% per year beginning in FY 2009 to enable building quality to be at or above the level of peer institutions and what is recommended by Best Practices data.*

VI.a.4 Action item: A dedicated “Housing” maintenance staff is in keeping with best and common practices for residential programs of our size. Residential Programs will collaborate with Facilities Management and Facilities Planning and Construction to develop a dedicated Residential Programs Facilities Management staff.

- ✓ *Measurement: Phase One of building a Residential Programs maintenance staff will be complete by end of Spring 2008 with official reporting and supervision transfer of Texan Hall and Harvard House maintenance staff to the supervision of the Assistant Director, Residential Facilities.*
- ✓ *Measurement: Phase Two will consist of expanding the Residential Programs maintenance staff to include three new positions assigned to Centennial Village prior to student’s moving in to the building in August 2008. Cost and request for the new*

*positions will be submitted with the FY 09 budget request. These new position will also report to the Assistant Director, Residential Facilities.*

- ✓ *Measurement: Phase Three of planning for residential staff transition will consist of shifting the remaining residential facilities staffing into the Residential Programs maintenance staff. The Director, Residential Programs and the Director, Facilities Management will submit a proposal to the Vice President of Finance and Administration outlining the transition and addition of staff to Residential Programs Facilities staff to be assigned to remaining residential facilities, as well as to address needed licensed workers (plumbing, electrical, HVAC. This proposal will include anticipated budget implications and timelines. Proposal to be submitted for review by September 1, 2008.*

**VI.b Objective: Identify, Implement, and participate in Special Projects that enhance the University's ability to accomplish all strategic initiatives.**

VI.b.1 Action item: The draft Business Continuity Plan will be updated, implemented, and tested.

- ✓ *Measurement: The draft BCP will be updated and tested by December 31, 2008, to include tabletop tests and a full scale operational test.*
- ✓ *Measurement: Appropriate staffing will be assigned to oversee maintenance and ongoing testing of the Business Continuity Plan*

VI.b.2 Action item: A campus-wide comprehensive Fitness and Wellness program will be implemented.

- ✓ *Measurement: A Fitness and Wellness plan will be developed and approved by ASU administration by FY 2009.*
- ✓ *Measurement: Appropriate funding to launch a pilot F&W program will be approved in the FY 2009 budget.*
- ✓ *Measurement: All requirements outlined in HB 1297(“State Employee Wellness program”) will be met.*
- ✓ *Measurement: ASU will coordinate with Texas Tech regarding the development of system-wide Wellness initiatives.*

VI.b.3 Action item: Finance and Administration staff will assist with the planning for and implementation of a comprehensive Planning Document Portal.

- ✓ *Measurement: A planning document portal will be implemented and functional by 1 September 2009.*
- ✓ *Measurement: All F&A directors will receive training related to use of the document portal by 1 February 2010.*

- ✓ *Appropriate staffing will be assigned to provide user training of the document portal.*

VI.b.4 Action item: Finance and Administration staff will provide technical expertise as needed to facilitate the planning and implementation of a Center for Entrepreneurship and Innovation (CEI).

- ✓ *Measurement: The CEI planning committee will include at least one representative from Finance and Administration.*
- ✓ *Measurement: A Virtual CEI will be implemented by December of 2009.*
- ✓ *Measurement: A proposal for the implementation of a CEI facility will be developed by May 2010*