2012 SURVEY REPORT:

Administrative Services - Finance and Administration Division

Angelo State University

www.angelo.edu/services/finadmin/

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I: Executive summary

The purpose of this survey was to evaluate customer satisfaction related to the services provided by Angelo State University's Finance and Administration Division during FY 2012. This survey, conducted each fall semester, is a key component of the Finance and Administration division's strategy to continuously improve services provided to the University community.

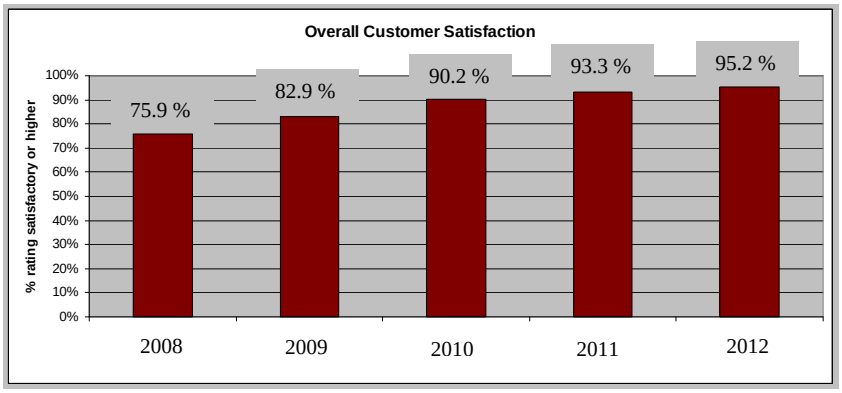
Data and comments from respondents are used to help assess accomplishment of annual F&A division goals and identify action items needed to improve the services provided by departments within the division. The division is committed to a continuous improvement process that reflects timely responses to customer needs and efficiency improvements. The mission statement for the Finance and Administration division is shown below.

"The role of the Finance and Administration Division within the university is to support campus operations through efficient and customer-friendly services. We provide quality facilities and related infrastructure, ensure 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."

Key Observations

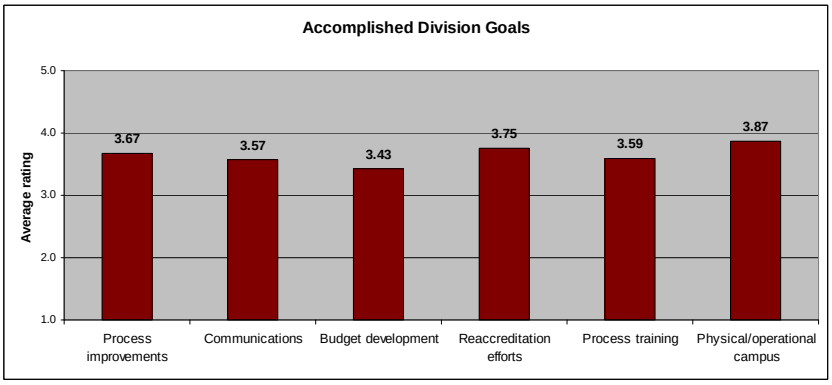
1. Overall customer satisfaction improved slightly (Chart 1) continuing the trend that began in 2008. When asked to rate the performance of the division as a whole, 95.2% of the respondents rated the overall division at a satisfactory or higher level (5 or above on a scale of 1-10).

Chart 1



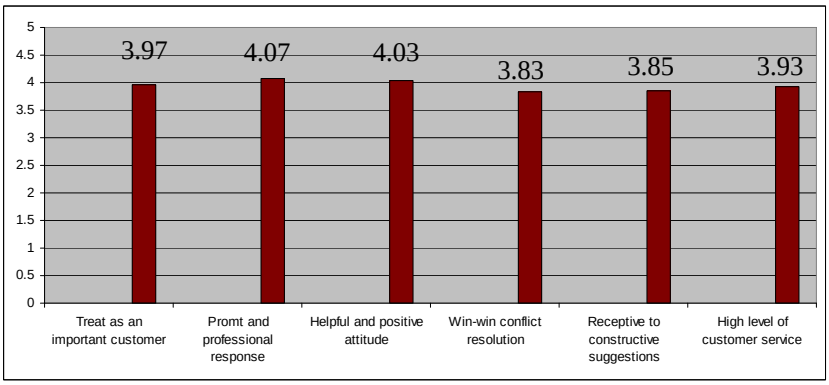
2. Respondents were somewhat positive regarding how the division performed related to accomplishment of the six FY 2012 division goals (Chart 2). The average combined rating for all goals combined was 3.65 on a scale of 1-5 with 5 being "Strongly Agree" and 1 being "Strongly Disagree." The 2011 evaluation rating for goals was 3.76.

Chart 2



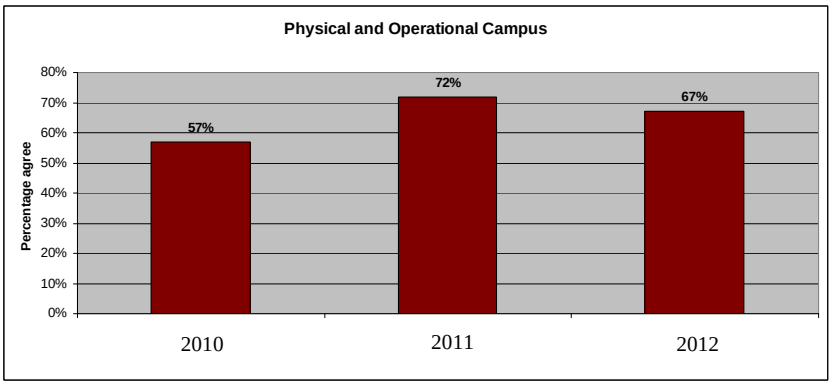
3. The mean rating on a series of customer service questions (Chart 3) was 3.85 on a scale of 1-5 with 5 being the best. This was down slightly from the 3.95 overall rating observed in 2011; however, a number of the associated comments (section VII) also suggested that some respondents were rating the service provided by other academic support functions and Academic Affairs offices in addition to service provided by the F&A division.

Chart 3



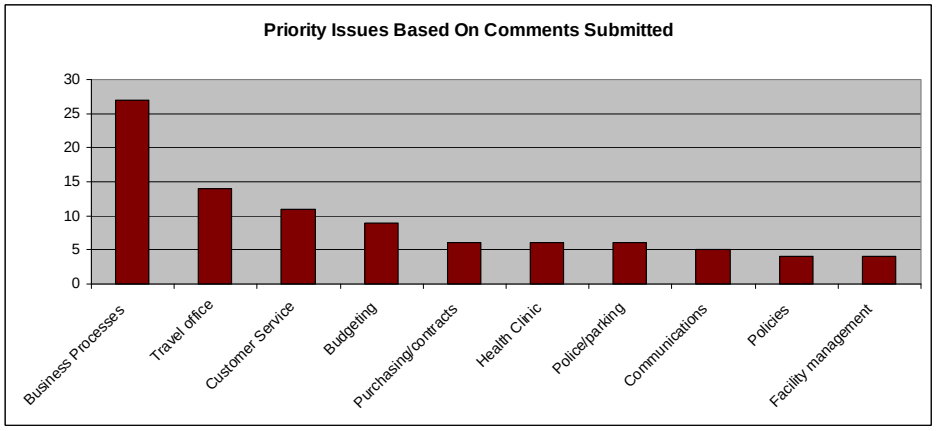
4. The percentage of respondents who felt the F&A division provides a physical and operational campus environment that supports strategic initiatives was 67%, down from the 72% indicated in 2011 (Chart 4). These percentages were based on those responding "Agree" or "Strongly Agree" to the question.

Chart 4



5. Comments by respondents (Chart 5) indicted multiple areas that need improvement, with the top priorities being business processes and forms, the Travel Office, customer service, budgeting, purchasing/contracts, and the Health Clinic. All comments are shown in section VII at the end of this report.

Chart 5



II: Recommended Action Items to Improve Services

1. **Increase efforts to review and improve business processes, policies, and procedures. The overriding goal should be to improve the function and usability of processes for the end user.**

   Explanation and strategy: Each director should identify the key processes within their operational areas together with associated policies and procedures. Those processes should be reviewed by an end-user advisory committee that will make recommendations regarding how processes can be simplified, streamlined, and improved for the end user. Directors and advisory committee members will present a quarterly report to the VP Finance and Administration outlining process improvement accomplishments.

2. **Implement a structured employee development program that will enhance core employee skills (including customer service and use of routine business processes) for university employees at all levels.**

   Explanation and strategy: Having core skills enables employees at all levels to perform assigned work tasks efficiently with a higher level of customer service, to include performing typical business processes. The implementation of an employee development program designed to improve the productivity, quality of work, and upward mobility of workers would result in a better understanding of business processes, related policies/procedures, and the relationship between individual office functions and overall day-to-day operation of the university. Employees should begin the development program on the day of initial employment via on-boarding and continue throughout their university career with training congruent with each employee's work assignment, his/her skills, and preparation for the next higher level of responsibility.

3. **Continue to improve campus-wide communications and operational transparency, to include awareness of changes, policies and procedures related to F&A services.**

   Explanation and strategy: *Continue to develop and disseminate informational media that will increase the general understanding of policies and procedures related to F&A services. Include the use of web sites, brochures, newsletters, e-mail, and presentations to key campus groups.*

4. **Re-evaluate staffing levels in operational support areas such as the Travel Office.**

   Explanation and strategy: Key positions were eliminated or left unfilled due to budget constraints during FY 2011 and 2012. Staffing levels should be re-evaluated to ensure that appropriate administrative support is available to help accomplish the university's academic mission.

5. **Continue review and revision of Finance and Administration web sites to improve ease of navigation and ensure logical access to division/department information.**

   Explanation and strategy: This has been an on-going initiative for the past three years and should be continued. The ability to access key information in a timely manner is closely related to customer satisfaction and to efficient use of administrative support processes. Continue upgrades of F&A web sites to ensure a common look and clear navigational flow

6. **Share and analyze data/comments related to specific areas with F&A department staff, and use data to help develop the FY 2013-2014 action goals and related budget requests for Finance and Administration departments.**

Explanation and strategy: *Use data from 2012 survey to help refine FY 2013 action goals and to identify division goals, department-level objectives, and associated budget requests during the FY 2014 planning and budgeting cycle for the Finance and Administration division.*

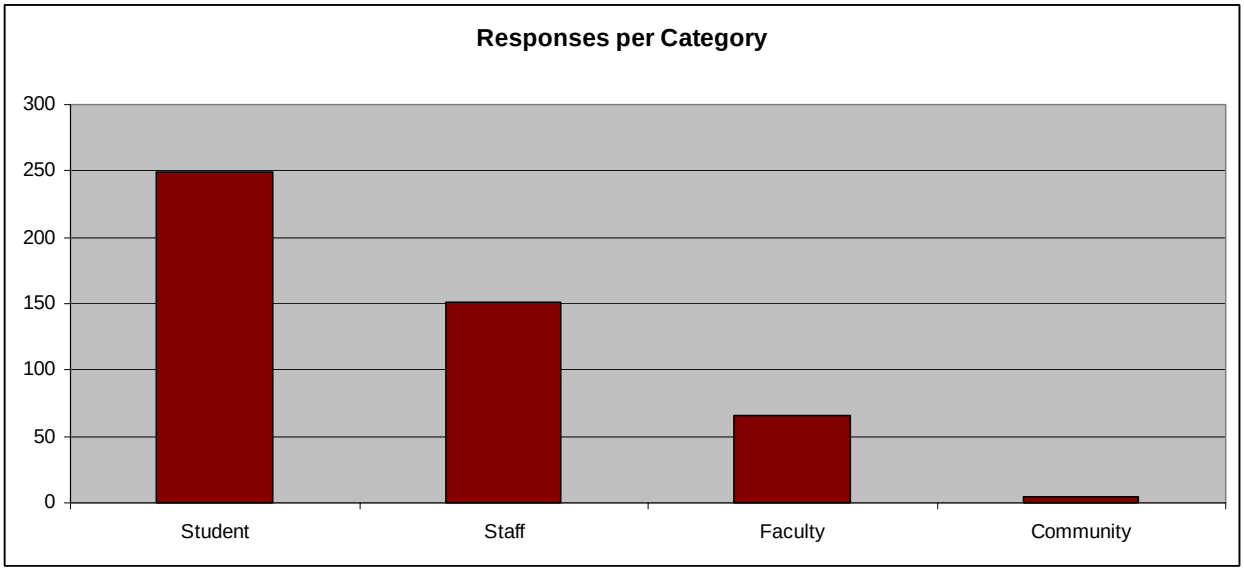
III: Method and Response

This survey was conducted during the period December 2012 through January 2013 using an online instrument (Surveymonkey.com). The population surveyed included all faculty, staff, and students within the university and also key representatives of the regional community. A total of 7,744 surveys were distributed via email with 471 responses received (6.1% response).

Students comprised 53% of the respondents, faculty 14%, staff 32%, and community members 1% (Chart 6).

Each individual was asked to respond to thirty-five questions. These questions divided into were four categories: operational goals (6 questions), customer service (6 questions), departmental assessments (22 questions), and demographics (1 question). Respondents were also asked to submit comments related to each question and suggestions for improvement (Section VII).

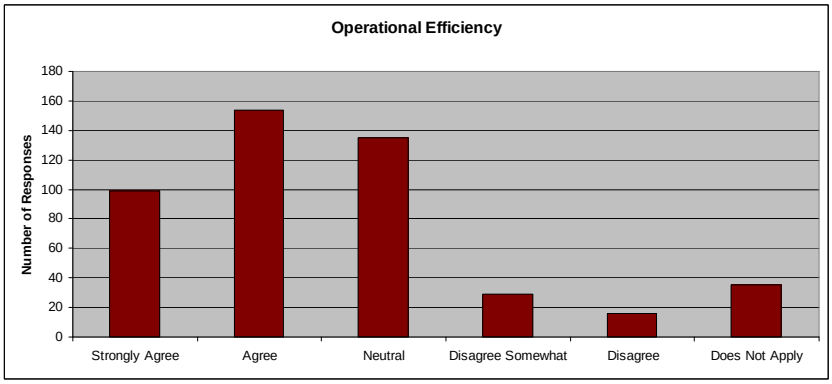
Chart 6



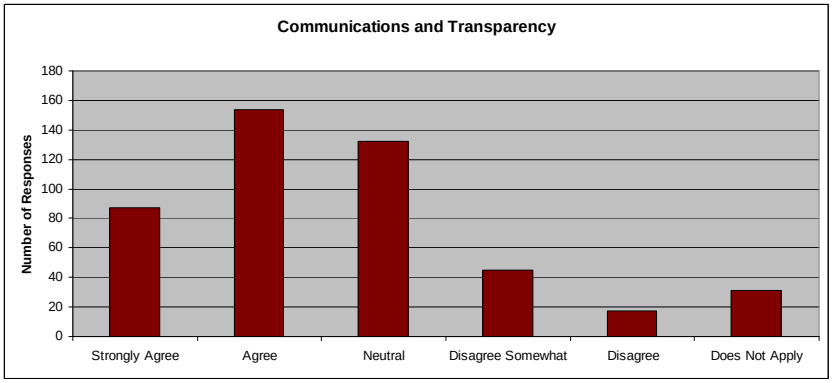
IV: Assessment of Key FY 2012 Finance and Administration Goals

Six of the 2012 survey questions assessed the key goals established by the Finance and Administration division (www.angelo.edu/content/files/15019-fy-2012-fampa-mission-vision-and-goals). The charts below represent a composite of faculty, staff, and student responses to each of the six questions with the mean ratings for the responses.

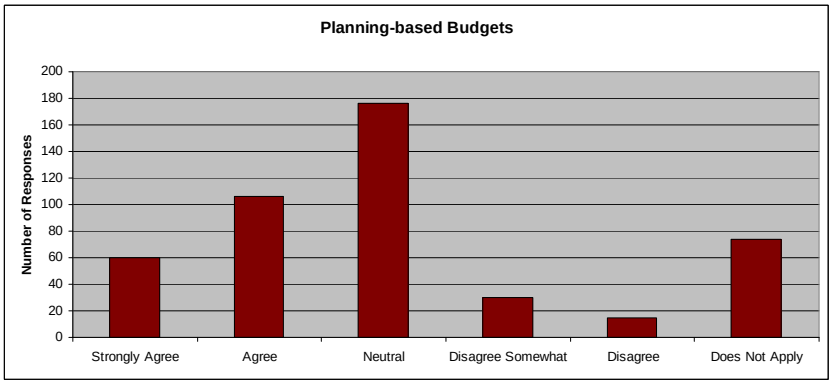
Goal 1: "Improve operational efficiency (for the benefit of the end user)." Mean rating = 3.67 on a scale of 1-5.



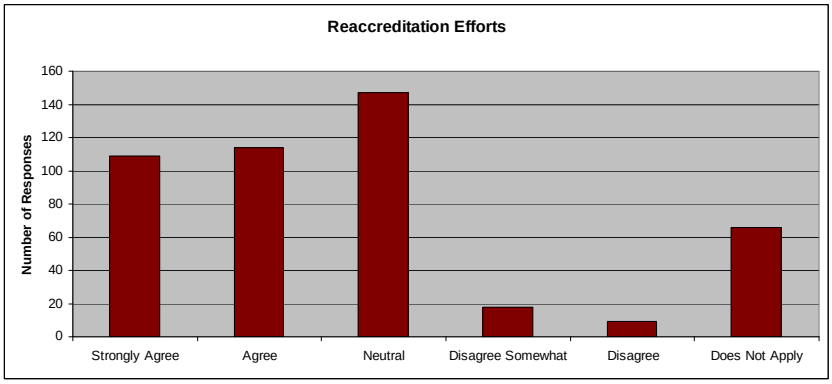
Goal 2: "Improve communications and operational transparency." Mean rating = 3.57 on a scale of 1-5.



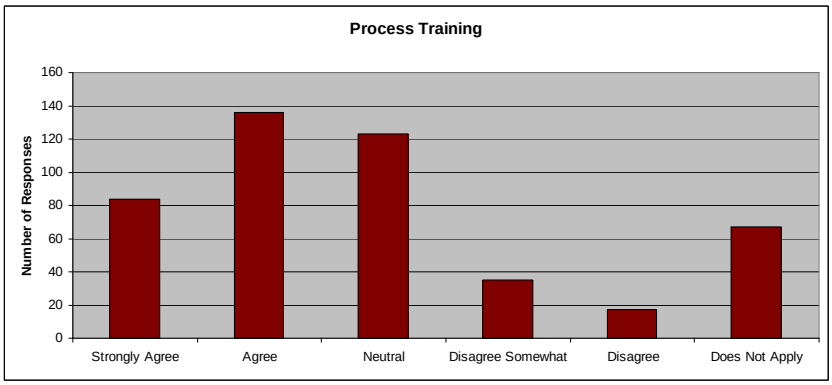
Goal 3: "Plan and implement a new budgeting model." Mean rating = 3.43 on a scale of 1-5.



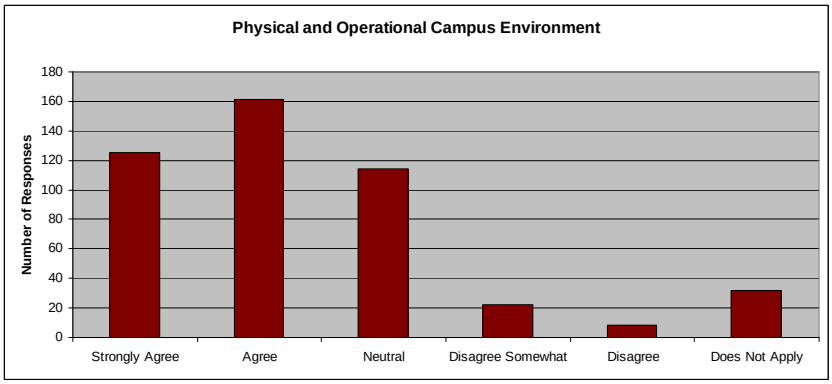
Goal 4: "Support university reaccreditation efforts." Mean rating = 3.75 on a scale of 1-5.



Goal 5: "Ensure that appropriate training exists for processes managed by Finance and Administration." Mean rating = 3.59 on a scale of 1-5.



Goal 6: "Maintain a physical and operational campus environment that supports all strategic initiatives." Mean rating = 3.87 on a scale of 1-5.

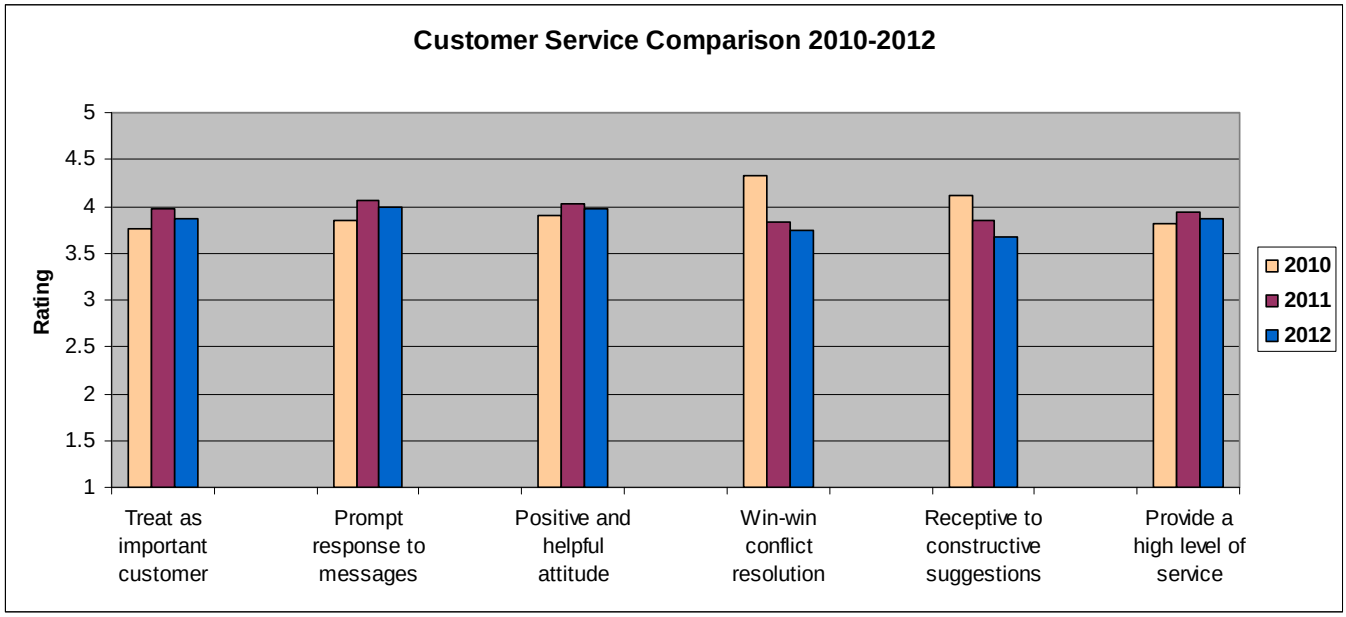


V: Customer Service Assessment

Six survey questions assessed ASU community perceptions related to the quality of customer service provided by Finance and Administration staff. Improving customer service has been a division priority for the last three years. Respondents were asked to rate customer service on a scale of 1-5 with 5 being "Strongly Agree" to each statement and 1 being "Strongly disagree." The charts below shows a composite of faculty, staff, and student responses to each of the 6 customer service questions with the average rating on each question shown for 2010, 2011 and 2012.

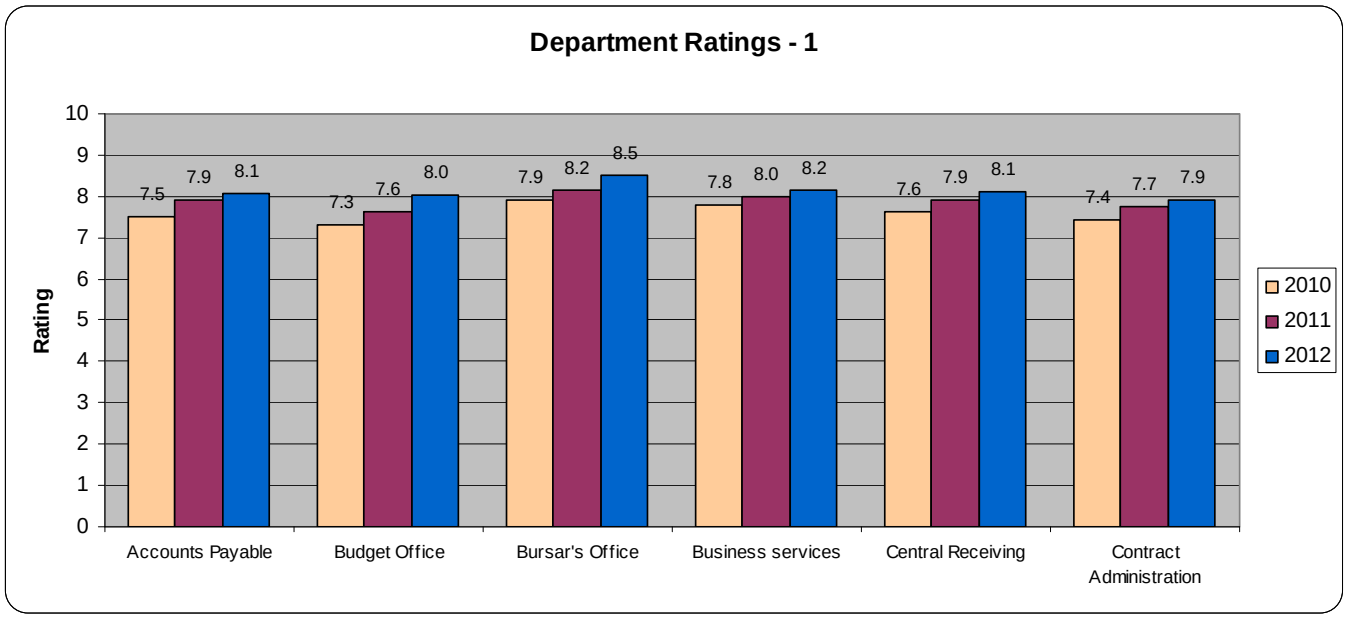
As in previous years, the comments submitted in association with these six questions suggested that some respondents were rating all academic support functions within the university, not just those housed within the Finance and Administration division. The composite rating of 3.85 was down slightly from the 3.95 observed in 2011, and the ratings for "Win-win conflict resolution" and "Receptive to constructive suggestions" show a slight decrease for each of the past two years. These rating decreases may be collateral damage from FY 2011-2012 budget decisions and may also reflect rigid policies or process changes that end users do not view as improvements. Several of the comments submitted by respondents support those assumptions, as noted below:

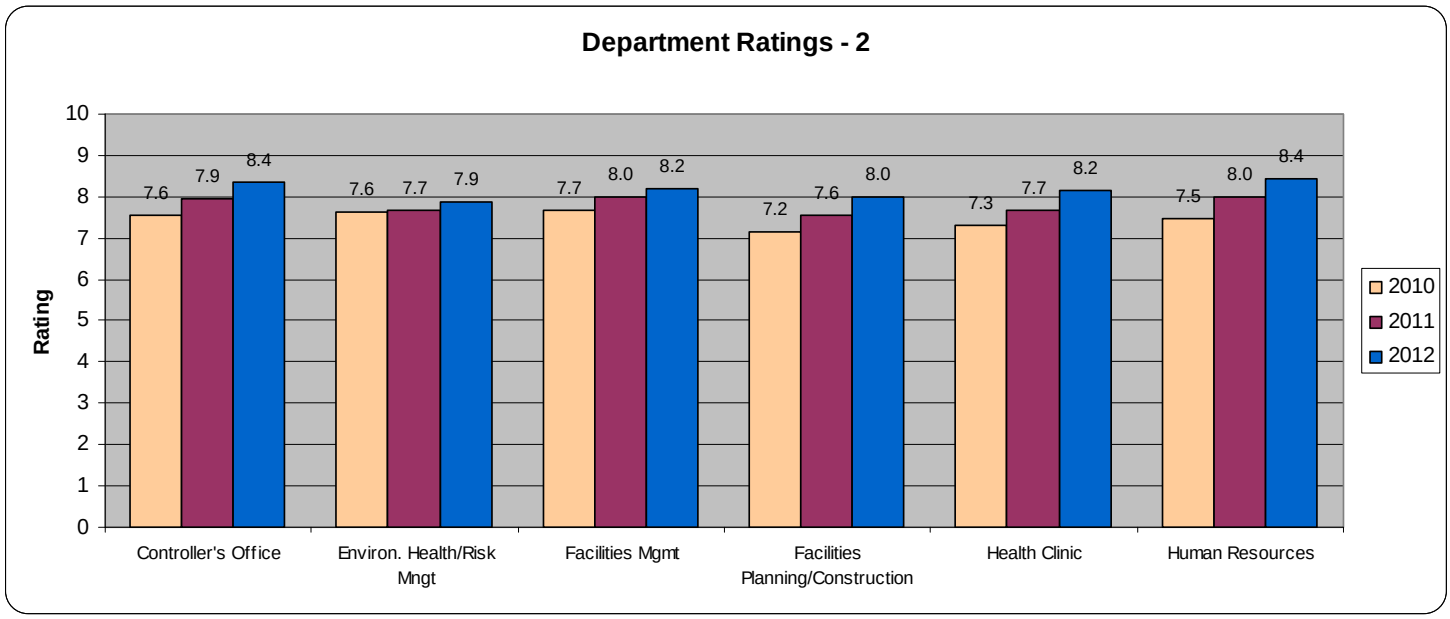
- *"While I realize there are rules and guidelines that keep us in check with the auditors, there are times when it would be beneficial if those working in the offices that deal with how money is spent were able to think a little more creatively and not in such 'black and white' terms."*
- *"The staff is as helpful as they can be with the current processes in place."*
- *"Use common sense vs. micro management."*
- *The process involved in paying invoices for my department changed DRASTICALLY in FY 12. This is not efficient and definitely not "user-friendly."*



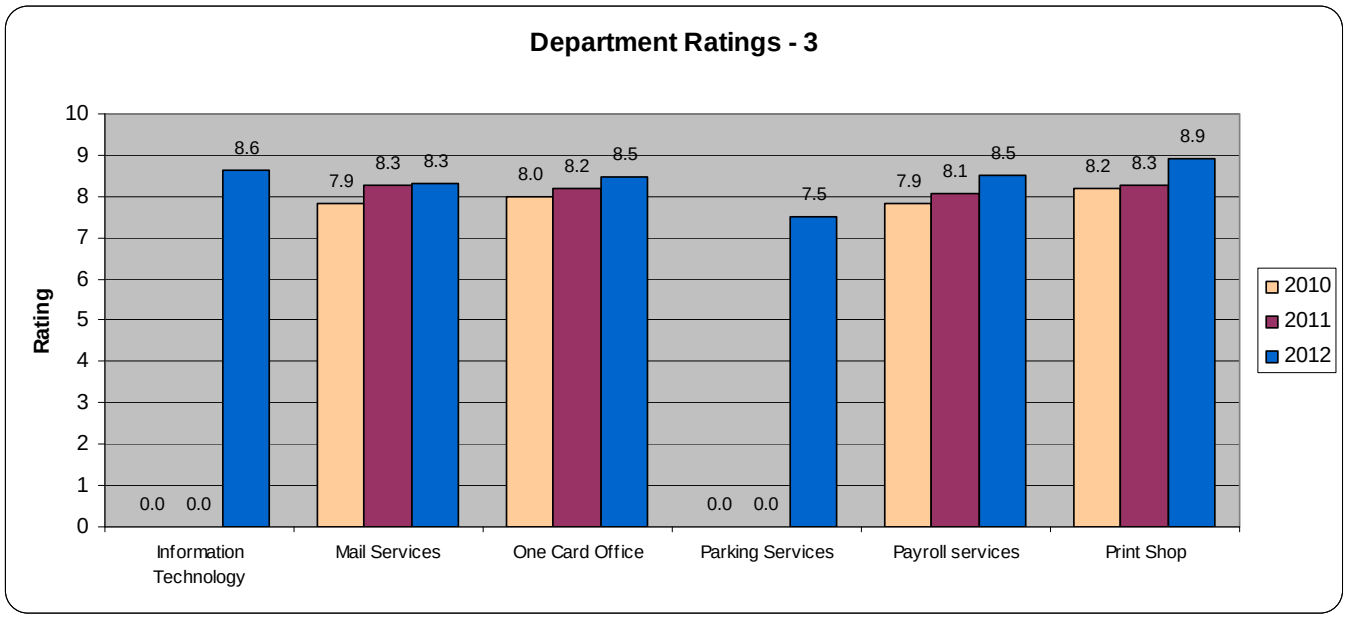
VI: Individual Department Ratings

In the third section of the survey, respondents were asked to rate each department within Finance and Administration. The rating scale was 1-10, with 10 being the highest. The charts below show a comparison of the "Overall Performance" rating for each department for FY 2010-2012. Two of the departments (Information Technology and Parking Services) were not rated separately during prior years so they show only a rating for 2012. The department charts are separated into four groups to make the charts easier to read.

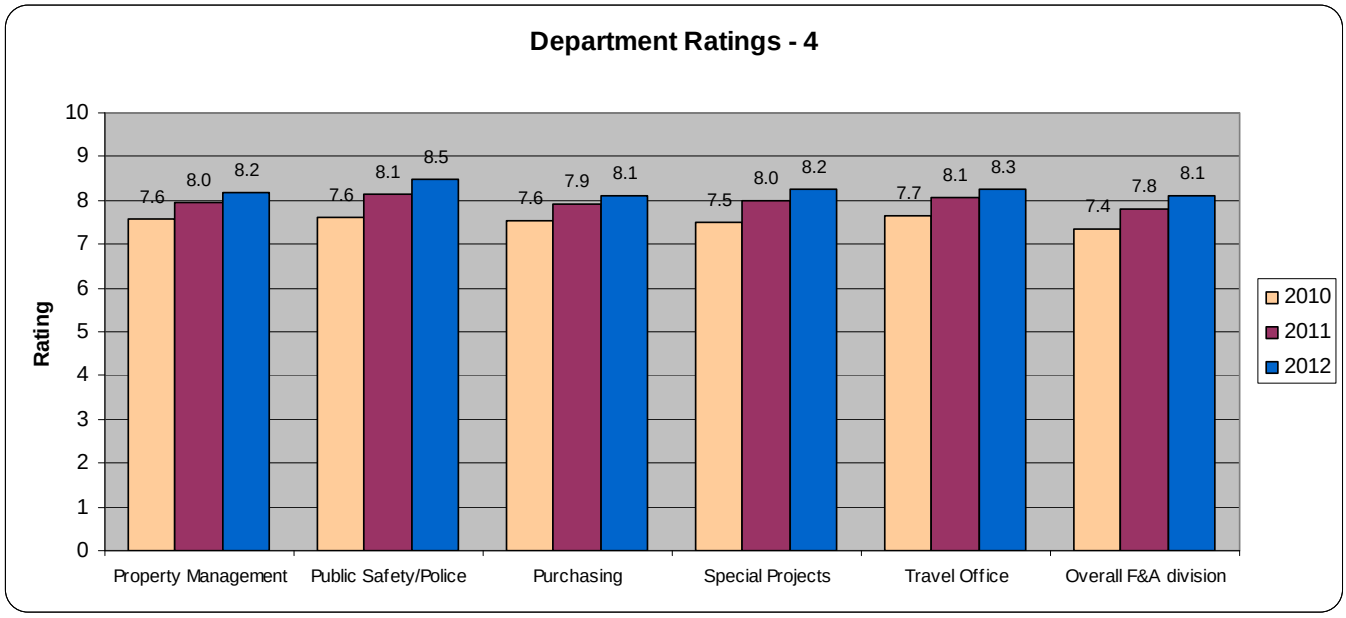




(Department Ratings continued)



Note: Information Technology and Parking Services were not assessed separately as part of this survey during 2010 and 2011.



VII: Comments submitted with survey (274)

*(Comments are as submitted by respondents, with grammar and spelling within comments **not edited**. Individual names were redacted. Those items noted **in red** are not related to functions housed in Finance and Administration.*

Comments related to assessment of F&A operational goals

("Process Improvements Were Made")

1. Some business processes were actually worsened. One explicit example is the discontinuation of the use of the BTA account for travel.
2. I have only worked here since August.
3. Too many forms and forms are often less than clear
4. Holding supply orders to aggregate them is poor customer service and creates a hardship on the supplier.
5. The process involved in paying invoices for my department changed DRASTICALLY in FY 12. Subscriptions were not paid until the last working day of the month before the subscriptions were to start. (For example, if a subscription runs from February 1-January 31, the payment was processed on the last working day of January, meaning the vendor did not receive payment until March or even April because of the time lag on getting checks from the state.) "Net 30" instructions, or pay within 30 days from receipt of invoice, were ignored. This is not efficient and definitely not "user-friendly."
6. Except for the travel office. For about two years it was excellent; now it's back to barely useable.
7. I felt that sometimes these processes were a bit confusing.
8. It took me 2 hours to register for classes.
9. The online transcript system is a bit out of date and hard to operate. I went to Texas A&M and their system is pretty easy to use for transcript ordering online. (Comment not based on an F&A function).
10. The service here is still slow and the people often rude.
11. Online forums and applications are buggy and a hard learning curve to navigate through everything.
12. Travel services had been working the best it ever had, and now the majority of the details are thrown back on the department--faculty and secretaries. I understand this severe deterioration of service was caused by the decision not to replace one key employee. The signal I got is that the cost savings from one low-level administrative employee is much more important than faculty time and frustration. We know where we stand.
13. Online hires ePAF is not user friendly, HR staff is nice to answer questions. Although this process is online, it is not more efficient, it takes much more time to go around "glitches" in the software than printing a hard copy and submitting in mail. I work in a very busy office and don't have time to redo ePAF documents because of a problem w/the software. Also, work load was DOUBLED w/bimonthly time reporting for students and staff. This is not an efficient use of our time, I assume there is some saving for the university but seems to be put all on the backs of staff to process double timesheets each month.
14. Travel processes have improved greatly over the last couple of years, and the expansion of Cognos services this year (custom reports) has simplified end-user processes and improved efficiencies.
15. It is great to have so many, if not all of the forms, online. Ramport is GREAT!
16. I'm not sure the changes in travel, getting rid of the BTA, procedures are helpful.
17. Haven't worked out all the reconciliation procedures from the improvements yet. Presently much more cumbersome that previously.
18. Although new processes and systems were introduced, such as Workflow, most of them still do not function effectively and require too much set up and maintenance to result in greater operational efficiency at this time.
19. The down-sizing of the Travel Office has made more work for faculty and staff. Travel tends to be a huge waste of paper because it is not an on-line process.
20. Some processes that have been problems in past years have not changed.

("Communications with the Campus Community")

1. Not as far as communication is concerned. Especially in the Budget and Account area. There used to be more communication in regards to account numbers and notification on how funds awarded, could be used. When the budget comes out, it is always a surprise on what changed as far as amounts and where employees will be getting paid. I feel departments should know what to expect BEFORE they get the printed copy.
2. Faculty are only given information at the same time as the general public, press releases are often the first faculty are made aware of something. REAL reasons for decisions often only emerge later. (Comment not based on an F&A function).
3. They seem fine, but this my first year, so I cannot speak to improvement
4. Except for the student service fee and 60 % or so of it going towards athletic programs. (Comment not based on an F&A function).
5. Communication has been increased, but not effective through their efforts.
6. Budget was not released to departments until the middle of September, all was on hold, why?
7. The division is very transparent!
8. Other than the newsletter which was already in place, I'm not sure what changed?

("Budget Development Process")

1. We have come a long way here, but we still have a very long way to go.
2. Quit wasting our money. Lots of neat ideas ASU has, but none of it comes back to the students. It all goes to trying to attract new students (exception: New CHP ect..). Work on making improvements for the current students or find ways to give back to us. (Comment not based on an F&A function).
3. What were the university's strategic goals.?
4. Highly unlikely. I get the idea that budgeting is a top-down procedure emanating from Lubbock with lots of ingratiating seminars and presentations to make us Earthlings feel involved. (Comment not based on an F&A function).
5. Budgets in my dept. were cut and funding was given to athletic dept. Doesn't the athletic dept. receive a BIG budget each year. Other students need support other than giving 65% of student fees to fund intramural sports. (Comment not based on an F&A function).
6. I don't know anything about the link.
7. We seem to be getting there, but I'm not sure anything much changed from the year before. +
8. Not sure about this.
9. I have no idea on this as our department head and dean do not show us budgets. (Comment not based on an F&A function).

("F&A Support of the Reaccreditation Process")

1. I was not here last year.
2. Too generic policies make it impossible to adjust or help some students who cases might be special.
3. The financial aid people at the front desks never helped any one. (Comment not based on an F&A function).
4. I am unfamiliar with their efforts.
5. One full-time professor in my dept. spent hundreds of hours working on this project. I don't think we would have this process accomplished without the numerous "volunteer" hours spent by faculty.
6. Some staff helped immensely.
7. Do not have enough information to assess this item.

("Appropriate Training for All Processes")

1. I would love to see some Banner Training for those who reconcile accounts. It would be helpful to learn some advanced skill and/or shortcuts to finding information.
2. A comprehensive training program for new employees is lacking.

Comments related to F&A customer service

("F&A Staff Treat You As Important Customer")

1. The staff is as helpful as they can be with the current processes in place.
2. Some (not all) administrative staff haughty and dismissive and tendency to deny responsibility for decisions
3. The secretary was not so friendly, but when I actually got to talk to the other people, they were very helpful.
4. See explanation on first question of this survey.
5. The mail services personnel are not very friendly to staff--makes you wonder how they treat the students (our customers)
6. The (name deleted) in the Health Clinic is unnecessarily rude.
7. Yes especially (name deleted) in the financial aide office. Great person and truly seems to enjoy her job.
8. Strongly, strongly disagree.
9. I always got the answers I need when going to speak with financial aid but I would prefer if it was in a more private setting. You are in an open foyer and often in a line so everyone can hear about your financial aid and scholarships and needs. It might be the Southerner in me but I don't like talking about money in front of others.
10. It's just a paycheck" quoted several of the staff members. "
11. (Word deleted) no. There was this one (name deleted) who didn't help, in fact he would treat you like s…
12. Most staff are wonderful, not quite the same w/Administrators!

("Professional and Prompt Response to Email and Telephone")

1. It was always easier to just go over
2. One word - rude
3. Staff is not the problem. Dr. (name deleted) is rude and follows an internal agenda that does not benefit ASU. (Comment not based on an F&A function).
4. While most departments go above and beyond in the area of customer service, the front line person (the person that answers the phone) in the department is short and unpleasant on a regular basis.

("Positive and Helpful Attitude")

1. With the exception of the above statement--mail services
2. HA.
3. (Name deleted) is a power hound that uses bully techniques to follow agenda which is definitely NOT the best agenda for ASU, faculty, staff or students. (Comment not based on an F&A function).

(“Conflict Resolution”)

1. Whenever possible' being the key phrase. As I said, they are as helpful as they can be with current processes.
2. There seems to be an inability in the supply order management process to use common sense vs micro management.
3. I have never had an issue or problem.

(“F&A Employees Receptive to Constructive Suggestions”)

1. While I realize there are rules and guidelines that keep us in check with the auditors, there are times when it would be beneficial if those working in the offices that deal with how money is spent" were able to think a little more creatively and not in such "black and white" terms. "
2. There seems to be an inability in the supply order management process to use common sense vs micro management
3. Depends on what you do with the travel office....
4. My only complaint is the way payments via the web are processed. By using our debt cards, the amount is taken out twice. This makes it unusable for me. This should be looked into. I like the convenience of using the web to make payments, but not the fact that it doubles the amount submitted until it processes. This is a hindrance.

(“F&A Employees Provided a High Level of Customer Service”)

1. I do not know the level, if any, of external university customers, so I cannot answer this question as stated.
2. There seems to be an inability in the supply order management process to use common sense vs. micro management
3. Again, mail services personnel need to be more helpful to all.
4. There is no way for me to know this.
5. Except for the dismal state of the travel office.
6. They are good but the setting is bad as I talked about before
7. I had an issue with a parking ticket and the employees in parking services were beyond rude. No matter if I was right or completely wrong, I deserved to be treated with respect, and I got none from them.
8. I.T. Technicians are wonderful, assist us on a daily basis and treat everyone w/respect.
9. Cannot answer for external university customers.
10. I cannot answer this question, as it asks me to determine the level of customer service to all internal and external" customers--I simply do not know about "all" customers. "

Comments related to individual F&A department assessments

(Accounts payable)

1. I have only been here since August 2012
2. (Name deleted) is terribly rude.
3. Prior to the developments/changes in FY12, I would have ranked this office and its personnel much higher. FY12 changed my outlook completely. Our reputation with our many vendors has been dramatically downgraded as a result of the changes made in processing our invoices for payment.
4. Always so friendly. Quick to help you.
5. It takes 3-4 weeks for travel reimbursement. This is not a timely manner
6. Never had to deal with them.

7. Nice Ladies and I believe a Gentleman.
8. Do not deal with this department
9. Never had any interaction

(Budget Office)

1. Never had to deal with them.
2. do not deal with this department
3. Always knowledgeable and helpful.
4. I do not agree that bimonthly employees should be paid on the 10th and 26th. ASU should follow corporate/industry standards and pay on the 1st and 15th.
5. I haven't dealt with them.
6. I know nothing of the budgeting process

(Business Services)

1. Exceptional Customer Service Providers. It's always such a pleasure to work with these people.
2. Due to staff turnover in Special Events the level of service and competency of staff dropped slightly while new staff members transition fully into their duties.
3. Requested special rooms for the spring semester and to date, still have not received confirmation.
4. Always willing to please.
5. Room scheduling could be easier. Putting classroom space under that umbrella was not the smartest thing this university has done....
6. This department has busted their ass with short and unexpected events they have to prep for. Very receptive to requests even when low on resources. I would pay an extra grand of tuition if it meant a portion of it would go as a bonus to these guys.
7. The Junell Center needs to accommodate handicap and elderly persons in a friendlier way to get into and out of the Center for events. A woman I know with heart surgery was forced to walk from a far parking area and up stairs. This was almost too much for her physically.
8. Exceptional group of employees. I would rate this group the highest in quality and customer services.
9. My evaluation is based only one room reservations. I have not used the other services. Certainly better than in the past, but there is still room for improvement
10. Ratings apply to Ticket Office. All other areas would rank 9 or 10.
11. Do not interact with this department enough to assess
12. Great Student Staff!
13. Don't even know where they are

(Central Receiving and Supply)

1. Outstanding service.
2. Some are very friendly and nice. Due to Purchasing sending out all the office supplies for the whole campus all at one time, I think Central Receiving gets a little overwhelmed with all the supplies coming in at once.
3. Why don't you have FedEx and UPS deliver directly to depts. Wouldn't that save money?
4. do not deal with this department
5. I haven't dealt with them.
6. Do not interact with this department enough to assess

(Contract Administration)

1. do not deal with this department
2. Emails & phone calls go unanswered - always had to email or call twice before a response was given.
3. One staff member was not customer service friendly or helpful
4. The person with whom I had issues with timely replies to phone calls/emails/contracts no longer works in this department.
5. I haven't dealt with them.
6. Rules and policy keep changing. Therefore, working with contracts is a pain.
7. questions via phone or emails are not answered in a timely manner
8. Fantastic support

(Controller's office/Accounting)

1. do not deal with this department
2. It is difficult to balance dept. budgets because of the way purchases are coded without clarity. Also, many journal entries are lumped into pmts with all ASU depts. without any explanation as to what the expense is for.
3. No knowledge of operations

(Environmental Health, Safety, and Risk Management)

1. New employees in this department. Can't really judge. Do not know them or have heard from them much.
2. I did not realize it was staffed again.
3. drinkable water continues to be a major problem on campus
4. have not had much contact.
5. If Human Resources is now handling the Work Comp claims now, what does this department do now?
6. Hazardous materials in dept. were not picked up for 2 years despite numerous contacts and paperwork.
7. Seems one employees tone of voice appears to be defensive
8. I haven't dealt with them.
9. No experience

(Facilities Management)

1. Some building managers have conflicts of interest. When problems are not resolved with building managers, administrators are not willing to assist, but rather re-direct the issues to the building managers in which the problem was not resolved.
2. The Key Shop has been slow to respond on several requests submitted through FAMIS. They may be very busy, so some sort of communication from Facilities Management would be appreciated when there is going to be a lengthy delay in response time, or when the beginning and end dates for the request submitted through FAMIS cannot be met. This might be a good procedure to add to all requests submitted in FAMIS. Please understand that I believe FM does a wonderful job and I am sure they are very busy, so this is not a complaint, just a request for communication.
3. Same as before, these guys bust their ass day in and day out and have earned a day off unlike a big chunk of the professors on campus.
4. Cleaning issues dominate this survey, subcontractor (Aztec Mgr.) is rude, lazy and does not supervise employees other than to bully them or fire them. Fac. Mgt., (name deleted) is ineffectual to supervise cleaning of university. Low bid for subcontractor cleaning is not effectual, money saved but university is hurt by bad mgt.

5. Takes some employees longer than usual to respond to e-mails
6. Attitudes in this department vary greatly depending on whom you're dealing with.
7. (Name deleted) is outstanding.
8. Do not interact with this department enough to assess

(Facilities Planning and Construction)

1. (Name deleted) is really good to work with and is friendly and kind, while getting the job done efficiently.
2. The staff is knowledgeable and friendly.
3. Do not deal with this department
4. I haven't dealt with them.
5. Great improvement with the new director in place.
6. Do not interact with this department enough to assess
7. No interaction

(Health Clinic)

1. (Name deleted) initiatives to promote the clinic and its offerings was very helpful.
2. Everyone is super nice and helpful except for (name deleted). She is really rude for no reason.
3. Should notify students that staff undercharged for service BEFORE placing a hold on student's records.
4. I contacted the clinic multiple times trying to get a copy of my flu shot vaccination so that I could complete a class project at Shannon Medical Center which required proof of my shot. I gave them various means of contact, but never heard back from anyone. The nurse initially told me that they didn't keep records. How professional is that? I would rather spend money at the ER than deal with their issues.
5. I was misdiagnosed by clinic personnel.
6. NP told me I had the stomach bug. Went to Shannon and had liver problems and had the get a CT scan. On staff NP should listen to student’s symptoms and not treat us like we all have the same problem.
7. Sometimes too much stuff in the University Center.
8. Overall excellent, but I haven't had issues with them and don't have knowledge of their efforts to improve their processes and services.
9. They should not charge staff more than students.
10. Do not interact with this department enough to assess
11. My students have had major problems that were un-referred - I had to find a place for them to be treated

(Human Resources)

1. My contact with this office regarding my employment has been fine. When I was hired this spring, the human resources office was supposed to help with finding employment for my partner and we have found them less helpful there than we expected.
2. Certain areas not a priority
3. The main response to any health related issue is to give the inquirer an 800-number; obviously the responder is not knowledgeable enough to answer simple questions. Part of this may have to do with not wanting to risk offering a wrong answer; part may be laziness in not wanting to study the policies to be able to answer straight-forward questions.
4. Always very helpful and knowledgeable about training, online processes, hiring, posting, benefits, etc. An asset to the University!
5. It seems standard HR duties have shifted to departments.

6. HR has passed duties down to the depts, including paperwork for hiring.
7. More & more duties are passed down and less handled by HR staff.
8. Many complaints have been received by new faculty for the lack of information provided to them when they have initial contact w/HR. It does not set a good tone for employees to feel respected by the university.
9. Excellent job on offering online training sources for employees.
10. Outstanding department!
11. One of the best departments on campus.
12. Very helpful!
13. Great helpers and explainers

(Information Technology)

1. I use them a lot and they're always most helpful.
2. By far the best service department on campus.
3. Sometimes sending a student worker isn't the best solution. Full-time staff need to be more responsive at times. They are a support dept. within the university.
4. Employees are not helpful. They pass the buck.
5. WOW! These guys are all over the place. Doesn't matter how small the issue or large of one. They smile bright, start with a professional greeting, and save my (word deleted) on all this computer junk it just amazes me. These guys are smart and hardworking! Not sure how much they are getting paid, but I hear USAA hires interns at $20 for IT positions. And if it’s true then these guys have definitely earned every penny they are getting from ASU. I do want to give props to this one guy that I have seen working IT for ASU. His name is (name deleted). Can't remember exactly, but this guy cracks me up every time I come up to the school with a bad day just needing to get stuff done. This guy not only helps me when having troubles with printing/word/scanning/computer stuff, he helps me fix it, then just a 20 second conversation he has help me start my assignments by recommendations or just being funny to talk to. Everyone seems to enjoy his company and this guy I will have to say sets the example of customer service for this department. I think everyone including professors should learn from this guy!
6. I tried to get a question answered in the evening and was shocked. Whoever the group is covering nights and weekends is incompetent and very slow to answer the phone. I answered my own question while waiting for her to research it through a supervisor. ASU is paying big bucks for nothing! When our own staff was covering nights and weekends, I never had a problem. Get this service back locally on campus.
7. No matter how small the computer issue, they treat it with respect and professionalism.
8. We have the best I.T. Dept.!
9. Consistently excellent customer support.
10. Why doesn't IT participate in the news letter that Finance and Administration submits?
11. Outstanding department that is very customer centered!
12. Great department. Quick to address any needs.
13. We have too many chiefs and not enough braves in IT. Multiple project managers and not enough people in the trenches getting projects done.
14. Student techs need more training and development of critical thinking/problem solving skills to be more effective in providing services.
15. Love to work with them

(Mail Services)

1. The people who work in the post office consistently exhibit a negative attitude and talk about students, other staff and departments in an unprofessional manner within earshot of customers.

2. Just not a customer service attitude.
3. One time I think I lost my keys in the campus post office, and they all seemed confused where it could be. One of the workers went into the manager's office to ask if she has seen it but the manager just nodded no" meaning she did not wanted to be bothered. The worker then told to come back later after she finishes her lunch. My problem were two things: first they should have a lost and found area somewhere
4. They were amazing this semester! Any time I called they were right there to answer my questions! Very helpful and polite! Couldn't have been better! Keep up the good work!
5. I have been getting wrong mail for awhile and resorting.
6. This dept needs to do a better job of posting on RamPort when the mail is posted. They need more people working the front desk when there is a line.
7. If a package comes marked that it needs refrigerated, a call to the department would be not only helpful, but courteous. I had a package come in that needed refrigeration (marked clearly on the box) and it sat in the post office box, if they had been kind enough to call, we would have ran over to get it. It doesn't look like they are very short handed-looks like they always have about 4 people working in there....
8. The dealings I've had with them have been top-notch.
9. This dept needs to be consistent in posting on RamPort when the mail is ready. They need to work harder at getting mail in post boxes sooner.
10. Don't know anything about them

(One Card Office)

1. Do not work much with this department.
2. do not deal much with the office
3. Do not like same card as to being used for an ID. Not well known system and most people think it's like a photo just for the credit card.
4. I don't understand why online students are required to have a One Card...pointless. I don't use the one card to pay my bills.
5. Not very responsive and seem inflexible.
6. Do not interact with this department enough to assess
7. This office is hard to find. Should be moved to a location where there is more student traffic.
8. Deal mostly with (name deleted).
9. Been good to me

(Payroll Services)

1. Love (name deleted), sad she is moving departments. Still think ePAFs should be changed and simplified.
2. My check is always deposited in my account on or just before the first, so I am happy, consequently I don't ever deal directly with their office.
3. (Name deleted) is always responsive in a friendly and positive manner!!
4. I get paid on time and right amount. That's my criterion

(Print Shop)

1. (Name deleted) and (name deleted) are great to work with.
2. always willing to help--customer service attitude!
3. Very polite staff and prompt
4. do not deal with this department

5. I don't work with them directly.
6. Wish there was an 11" for them. They're the best! "
7. They produce a good product.
8. These guys go above and beyond the call of duty... every time!
9. They rock!
10. Fast work!

(Property Management)

1. (Name deleted) does not know what she is doing.
2. I haven't worked with them.
3. Do not interact with this department enough to assess
4. Unfamiliar with them

(Public Safety/University Police)

1. I have a handicap placard and was given a citation for parking in a handicap parking place because the officer was not aware of the campus policy. The citation was not immediately dismissed until I was able to meet with a supervisor. In previous years, I received a warning and had I not kept a copy, I would have been required to pay a fine to register for the next semester.
2. The University Police is not willing to assist with parking problems. Visibility of Police is very limited. Police and staff are condescending. Police state they will take care of a problem, but do not. Arrogant police chief in which competency is questionable. The number of vehicles used by the police department is a waste of taxpayer's money. At any given moment, there are around 7 vehicles parked at the police station. By far, the worst service department on campus. The police chief and his subordinates need to receive in-depth training from the security studies department.
3. When attempting to retrieve something from Lost & Found" the officers should at least feign interest and not act like it is an imposition. "
4. These guys don't demonstrate the power that police do in certain areas, making me think that they are only a few steps above rent-a-cops. They're still good guys though, and they do their best to keep the campus safe and in order.
5. Too many unimportant parking rules/laws.
6. Guilty till proven innocent" seems to be the mode for have of these guys. It's more about writing that parking ticket then it is stopping the guy who broke into my car and stole $2500 worth of items. They will spend 6 hours writing tickets but only 2 days of investigation. This department is not helping me feel very safe on campus
7. A very professional group, always present.
8. Very responsive to needs of the campus. They are quick to respond and seem to really care about the safety and well being of the campus. Very professional. Glad we have them.
9. Do not interact with this department enough to assess
10. Don't know much about them

(Purchasing)

1. Supply ordering, purchasing, and distributing is full of bottlenecks and micro-management.
2. Need customer service training. Not friendly and sometimes rude.
3. Cavness building needs some major improvements especially lab equipment. (Comment not based on an F&A function).

4. do not deal with this department
5. Hard to evaluate this department. Performance of one employee stains the appearance of the whole department.
6. BEST department on campus.
7. I haven't worked with them.
8. There is one lady in this dept. that goes above and beyond to help process requisitions and POs.

(Special Projects/ASUFit)

1. Seems like we have lost the idea that this is an ASU fit" program. You either have to join a club or compete with complete strangers--not an ASU community program to bring us together.
2. Really not sure what special projects are and how the benefit ASU.
3. I don't know about Special Projects, but they are very effective with ASUFit.
4. Why do we have this office?
5. I'm not sure this department is needed. It seems like the work they do could be done by an already existing department.
6. Do not interact with this department enough to assess

(Travel Office)

1. (Name deleted) has a lot on her plate, but she always finds a way to make us laugh. She is very knowledgeable and very helpful. Her years of experience is proving to be a blessing.
2. More efficient when the processes were handled in Travel with two employees. Especially airline reservations. It is confusing now for faculty.
3. The travel office is great and does what they can with current processes. It was a bad decision to not fill the position left vacant by (name deleted) and an even worse decision to discontinue use of the BTA.
4. forms obscure and difficult to understand
5. It was better when you had a person in the Travel Office who made travel arrangements for us.
6. Seemed to be running fine, then went through the bottom. Probably not the fault of the staff, but someone should be ashamed of themselves....
7. The employee that is left is outstanding, efficient and helpful. The office's ability to provide quality service, however, was gutted by the decision not to replace one employee. The previous streamlined process is no more; it's now do-it-yourself for faculty or department secretaries.
8. do not deal with this department
9. I thought ASU had a dress code. Someone forgot to tell travel
10. ASU needs to hire another person to replace (name deleted) position. (name deleted) does a wonderful job but 2 employees made travel a much easier process.
11. The travel coordinator needs to be more friendly and more professional in her attire.
12. Travel Coordinators business attire is not professional
13. Forms need updated. Miss the BTA being used for hotel expenses.
14. Very helpful.
15. (Name deleted) strives to do the best she can and is a jewel in ASU's crown, HOWEVER, dealing with Horizons Travel has been an absolute NIGHTMARE!!!!
16. I have worked with (name deleted) and find her very professional and does an excellent job in processing my requests.
17. Staff needs to be more approachable and professional in attitude and appearance.

18. (Name deleted) not only does an excellent job, but she does it with a smile on her face. I can hear her smiling over the phone!

(Overall Finance and Administration Division)

1. do not deal with this department
2. I haven't worked with them.
3. Has shown remarkable improvement in communicating and assisting in needed
4. changes.
5. I know almost nothing about the division

FY 2012 Mission, Vision, and Goals

Finance and Administration Division

Angelo State University

VISION

The division of Finance and Administration will be known and celebrated for its service centered support of the institutional mission. With a true desire to accomplish the university's mission, the division will be a strategic source of information, provide support to accomplish institutional goals, and facilitate compliance with regulatory requirements.

MISSION:

"The role of the Finance and Administrative Services division is to provide essential services that enhance and support Angelo State University's academic mission. We provide quality facilities and related infrastructure, ensure that risks are mitigated and emergencies managed, and provide accessible financial and academic support services to all internal and external customers. Our stakeholders include students, faculty, staff, parents, taxpayers, the regional community, vendors, and other educational institutions."

Goal 1: Improve operational efficiency (for the benefit of the end user)

- Strategy 1: Analyze and refine administrative processes.
- Strategy 2: Improve and/or implement technology applications
- Strategy 3: Evaluate and refine the division's organizational structure
  - ✓ Assessment measure 1: An analysis of business processes (BPA) for all administrative processes managed by Finance and Administration was completed by Aug 31, 2012.
  - ✓ Assessment measure 2: Business process documentation includes rationale for existing approval steps to include state/federal law, ASU/TT policy, and/or financial controls.
  - ✓ Assessment measure 3: Recommendations for operational and process improvements were developed by Aug 31, 2012, to include staffing, organizational structure, and implementation of added technology enhancements.

Vision 2020 goal supported: Master Goal #7, Objectives #1 and #2.

SACS standards supported: Core requirements 2.5, 2.11 and Comprehensive Standard 3.3.1

Goal 2: Improve communications and operational transparency

- Strategy 1: Reach out to faculty, staff, and student groups to ensure awareness and understanding of administrative services, and to ensure that all actions are conducted in an open and transparent manner.
- Strategy 2: Establish a procedure that enables end users to direct administrative services questions to F&A managers and receive a timely response.
- Strategy 3: Ensure that all F&A actions affecting the campus community are developed based on input from end users at all levels of the university community.
  - ✓ Assessment measure 1: Faculty, staff, and student groups received effective and timely information regarding changes to administrative processes.
  - ✓ Assessment measure 2: Changes to administrative services procedures were reviewed by end users in all levels of the university community.

Vision 2020 goal supported: Master Goal#5, Objective #2

SACS standard supported: Comprehensive Standard 3.3.1

Goal 3: Plan and implement new budgeting model

- Strategy: A new model for developing short and long term university budgets will be developed using a formulaic approach for M&O budgets, with all "non-based budget" funding requests linked directly to annual strategic goals for the university. .
  - ✓ Assessment measure 1: M&O budgets for FY 2013 are developed using a formulaic approach for M&O budgets.
  - ✓ Assessment measure 2: FY 2013 enhanced budget requests are developed based on strategic goals for that upcoming fiscal year.

Vision 2020 goal supported: Master Goal #7, Objective #1 and #2

SACS standard supported: Core requirement 2.11 and Comprehensive Standard 3.10

Goal 4: Support university reaccreditation efforts

- Strategy 1: F&A departments assist with preparation of draft responses and supporting data for each applicable SACS standard.
- Strategy 2: F&A personnel participate in and support university efforts to implement the QEP.
  - ✓ Assessment measure 1: Draft responses for applicable standards are completed by Aug 31, 2012.
  - ✓ Assessment measure 2: F&A employees are engaged in planning and implementation actions related to the QEP.

Vision 2020 goal supported: Master Goal #7, Objective #1 and #2

SACS standard supported: Core requirements 2.5, 2.8, 2.11, 2.12 and Comprehensive Standard 3.3.2

Goal 5: Ensure that appropriate training exists for processes managed by Finance and Administration.

- Strategy 1: Develop a prioritized listing of employee training needs and create curriculum modules to address those needs.
- Strategy 2: Make use of multimodal instructional strategies to deliver training using traditional classroom instruction, asynchronous web, and video delivery.
  - ✓ Assessment measure: Training on processes managed by F&A is available to all ASU employees and students who use those processes.
  - ✓ Assessment measure: The effectiveness of training delivered by F&A departments was assessed after each individual training session and as a whole during May 2012 via a web-based survey.

Vision 2020 goal supported: Master Goal #1, Objective #2

SACS standard supported: Core requirement 2.11 and Comprehensive Standard 3.11

Goal 6: Maintain a physical and operational campus environment that supports all strategic initiatives.

- Strategy 1: Manage facility operations, maintenance, and construction
- Strategy 2: Maintain a high quality and diverse workforce
- Strategy 3: Promote and manage campus safety, security, and wellness.
- Strategy 4: Leverage external partnerships and collaborative efforts.
  - ✓ Assessment measure 1: 90% or more of respondents to the annual Administrative Services survey rate operational efficiency and customer satisfaction as being satisfactory or higher.
  - ✓ Assessment measure 2: The University has a skilled workforce that is appropriate for the university size and that is able to perform all academic and support tasks at the level required to support all strategic initiatives.
  - ✓ Assessment measure 3: A healthy, safe, and secure environment for students, employees, and visitors is maintained.
  - ✓ Assessment measure 4: Business functions for all university departments are continued at an acceptable level during or after significant business interruption incidents.
  - ✓ Assessment measure 5: Collaborative efforts and partnerships that increase revenue and promote recruiting/retention of students are implemented, maintained, and expanded.

Vision 2020 goals supported:

- Master Goal #1, Objectives #1 and #3
- Master Goal #2, Objective #3

SACS standard supported: Core requirement 2.11 and Comprehensive Standard 3.11

Annual Planning and Assessment Cycle

The Finance and Administration division of Angelo State University uses these annual assessment results as part of an on-going continuous improvement cycle. The survey data, together with other information collected throughout the year, is used to identify areas needing improvement, to measure the effectiveness of previously-implemented strategies, and also to help identify data-based budget priorities within the division.

As an example, data gathered during the FY 2011 survey suggested that customer service, processes, policies/ procedures, and customer service were key areas where administrative support services should be improved. The FY 2012 goals for the division, developed based on the findings of the 2011 survey and strategic initiatives of the university, included goals that reflected those priorities.

The 2012 annual goals for the division also included clear assessment measures at the division goal level. Department-level action items (planning unit objectives) were developed to support and operationalize the division-level goals. These planning unit objectives also served as justification for normal and enhanced budget requests. Goals, assessment measures, and follow-up information to include how the assessment results are used were all documented in the university's Strategic Planning On-Line (SPOL) portal.

Implementation actions for each of the planning unit objectives were started at the beginning of FY 2012 concurrent with the start of the new budget year. In some cases, this was a continued implementation for multi-year objectives. Micro assessment cycles were also conducted by some planning units throughout the year (example: focus groups or follow-up surveys specific to a certain phase of a project).

During the fall 2012 semester, the FY 2012 survey was administered to collect input from the internal and external university community related to accomplishment of the previous year's goals. The summarized data from that survey (presented in this report) will be used to help finalize FY 2013 division goals, develop associated budget requests for the next fiscal year, and continue the cycle of data-based continuous improvement. Directors within the Finance and Administration division will analyze the survey data, disseminate the information up and down throughout their organizational units, and work with planning unit managers to both develop planning objectives and department-level budget requests for the upcoming fiscal year.

Typical Annual Cycle

Sep: New fiscal year begins, fall semester starts

Sep –Nov: annual planning unit objectives identified, internal assessments of previous year accomplishments conducted, division goals established.

Oct: Planning unit objectives for current year finalized in SPOL, objectives for past year closed out.

Nov-Dec: Preliminary budget planning for the next fiscal year begins, assessment survey conducted.

Jan-Feb: Data from survey analyzed, report written and disseminated to division directors and internal/external university community.

Mar-May: Current year goals updated based on data, goals for coming year formulated,

Jun-Jul: Budget requests finalized with supporting documentation from assessment data and established goals.

Aug: Planning-based budgets finalized and approved for the coming year.

Customer Service Standards for Finance and Administration

Listed below are the Customer Service expectations for all Finance and Administration staff. This includes full time, part time, student, and contract staff members.

- **Every person that you interface as a part of your job is an important customer.** This includes but is not limited to students, employees of ASU or other institutions, industry clients, vendors, and the visitors who walk in or call without an appointment. Customer service is your top priority.

- **All staff will demonstrate a "can-do" attitude.** The most important customer service situations may involve a task or service that is not a part of your normal duties. The expectation is that all staff will either assist the customer as needed or will immediately request assistance from someone who is able to successfully render the service(s) needed.

- **Telephone calls and emails will be answered promptly in a professional manner.** The expectation is that a call or email will be answered immediately, even if the issue requires additional thought or research. If you cannot answer the question immediately, contact the sender anyway, assure them that you get them an answer, and give them a timeline. All emails will be checked for grammar and spelling mistakes, and will include your signature block (name, title, organization, and telephone). When answering the telephone, identify yourself immediately (name and department) in a pleasant voice and immediately set a tone of "what can I do for you?"

- **All potential conflict situations will be resolved in a win-win manner.** Our goal is to provide customer service, not to demonstrate superiority or win an argument. Every effort will be made to defuse a potentially adversarial situation as quickly as possible.

- **Professionalism will be demonstrated in all situations**. This includes how we interface with co-workers and clients, written and verbal communications, and how we dress for specific situations such as special events or key meetings.

- **Look for ways to improve customer service.** You may encounter situations where see opportunities to improve how we service our clients. Discuss these situations with other staff, and implement improvements if they will improve the level of customer service.

- **The goal is to <u>constantly improve</u> our customer service**. We want every customer (internal and external) to leave feeling that they were well treated by an intelligent, proactive, and caring administrative support staff.