The Finance and Support Services Division at Texas State University-San Marcos is comprised of the offices of Auxiliary Services; Budget; Environmental Health, Safety & Risk Management; Facilities; Financial Services; FSS Planning, Space Management & Real Estate; Human Resources; Treasurer; and the Vice President for Finance and Support Services.

Finance and Support Services adopted the University goals and intended outcomes as the Division 2011-2012 Strategic Plan. In order to accomplish the goals, FSS is committed to the following:

• Enhance customer service and improve the effectiveness and efficiency of University operations.
• Ensure efficient use of University resources, monitor the University’s fiscal health, safeguard the University’s assets, and comply with regulatory authorities.
• Ensure the physical facilities, grounds, and infrastructure enhance the experiences of learning, research, living, working and visiting Texas State.
• Demonstrate a commitment to environmental, social and economic sustainability in the areas of energy and resource management, purchasing, waste reduction and recycling, health and safety, and buildings and grounds.
• Recruit, develop, and retain an outstanding, diverse, and engaged workforce that are skilled, student oriented, innovative, and recognized for their commitment to excellence.

NOTE: Goal Statements are in **BLUE**, University Intended Outcomes are in **GREEN**, the Intended Outcomes in **RED** were removed from the University Plan but are included in this document for the purpose of reporting our accomplishments since most of our accomplishments fall under these Intended Outcomes. If an accomplishment did not apply to one of the Intended Outcomes it was inserted immediately following the goal statement.

GOALS, INTENDED OUTCOMES, STRATEGIES

Goal 1: Promote academic quality by building a distinguished faculty, developing the university culture of research, and managing enrollment.

• **INCREASE AVERAGE FULL-TIME FACULTY SALARIES AT ALL RANKS.**

• **INCREASE SIZE OF FULL-TIME FACULTY**

• **ATTRACT AND RETAIN HIGHLY COMPETENT FACULTY BY PROVIDING ANNUAL MERIT INCREASES BASED ON PERFORMANCE.**
•INCREASE UNIVERSITY INFRASTRUCTURE TO SUPPORT SCHOLARLY AND CREATIVE ACTIVITY.

Human Resources (HR) collaborated with the Office of the Associate Vice President for Research and Federal Relations to support the University’s commitment and drive to enhance its status as a research institution by: providing education, guidance, policy, and procedures that efficiently and effectively support research activities in meeting Human Resources requirements established by federal and state law, the Texas State University Board of Regents, and the Texas State University administration. (Human Resources)

HR launched a dedicated website on the HR homepage in May 2012 designed to address specific research and grant-funded HR policies and practices. (Human Resources)

Late in FY 2012 HR began presenting quarterly at the Proposal Writing for Research Administrators (Pre-Award) workshop. HR now has the opportunity for collaboration with PI’s at both Pre-Award and Post Award stages of the grant proposal process. (Human Resources)

HR was invited by the Office of Sponsored Programs (OSP) to be a regular contributor to its new OSP Newsletter as an additional way to provide important relevant HR information to the grant and research community. The initial issue was released in September 2011 and featured an HR article on the major relevant requirements of the Fair Labor Standards Act (FLSA). HR has provided 1-3 articles for each issue of the newsletter. (Human Resources)

The Assistant Real Estate Director coordinated activities related to construction of STAR One (previously known as the Center of the Research and Commercialization) with the offices of Facilities Planning, Design and Construction and Research and Federal Relations to allow building occupancy October 15, 2012. (FSS Planning, Space Management and Real Estate; Facilities)

The Office of Planning, Space Management and Real Estate purchased AiM Space Management and AiMCAD software from AssetWorks Inc. The new software includes a space survey component that is specifically designed to capture building and room data that is needed to complete the Facilities and Administrative Cost Recovery “long form” (as described in OMB A-21 Circular). Implementation begins October 15, 2012. (FSS Planning, Space Management and Real Estate)

The Texas State Research Foundation received its first two grants in the spring of 2012. An accounting system was established and utilized to record the financial activity for the receipt of these grants. The university Treasurer continues to work to establish the banking operations for the Research Foundation. (Financial Services - General Accounting)

•INTRODUCE AND MAINTAIN PROGRAMS THAT ARE NATIONALLY AND INTERNATIONALLY COMPETITIVE.

•STRENGTHEN RESEARCH EFFORTS THROUGH ACHIEVING INCREASES IN GRANT EXPENDITURES.
Provide reasonable start-up costs in order to attract highly competent faculty and to provide the essential equipment to conduct research and attract external grants.

• Finalize the infrastructure and begin implementation of the capital campaign, involving alumni in strategic areas.

Goal 2: Expand access to public university education and contribute to the economic and cultural development of Texas.

• Move forward on the closing the gaps goals of participation, success, excellence, and research.

• Enhance research efforts to address critical state needs.

• Develop new academic programs that are particularly needed for the economic and cultural development of Texas.

• Increase university and departmental scholarship opportunities in an effort to improve recruitment and retention of qualified students.

Goal 3: Provide a premier student-centered, educational experience that fosters retention and success and is built on academic programs with clearly defined learning outcomes and a rigorous level of academic challenge.

• Increase student retention through:
  • Expanded student retention programs with collaboration among the graduate college, university college, academic departments, and student affairs.
• DEPARTMENTAL AND CAMPUS-WIDE STUDENT ENGAGEMENT INITIATIVES

Promote student engagement by

a. collaborating with faculty to secure class projects to address HR issues and assist students in research assignments,
b. hiring 6 non-paid interns to perform class and non-class credit work in HR
c. granting class credit interviews
d. having HR staff serve as mentors
e. having HR staff teach University Seminar and serve as class guest lecturers, and
f. hiring 8 work study and 3 regular wage student workers. (Human Resources)

The General Accounting Office, in collaboration with the McCoy College of Business Department of Accounting, selected and hired the first Financial Services Student Co-op position to provide a linkage between Financial Services and the instructional mission of the university. (Financial Services - General Accounting)

• INCREASED COLLABORATIVE PROGRAMS WITH APPROPRIATE ACADEMIC AND STUDENT AFFAIRS DEPARTMENTS TO EDUCATE AND RESPOND TO STUDENTS WITH FINANCIAL, PHYSICAL AND MENTAL HEALTH CONCERNS.

• IMPROVE ADVISING BY INCREASING THE NUMBER OF ADVISORS AND THE QUALITY OF THEIR SERVICE.

DEVELOP AN HONORS COLLEGE TO BETTER ATTRACT AND ENGAGE HIGH ACHIEVING STUDENTS

RECOGNIZE AND SUPPORT INTERCOLLEGIATE ATHLETICS AND THE ARTS AS VEHICLES TO PROMOTE A WELL-ROUNDED COLLEGIATE EXPERIENCE FOR ALL STUDENTS

The Assistant Real Estate Director completed the acquisition of one tract on Thorpe Lane in support of the Master Plan for satellite parking for athletic events. (FSS Planning, Space Management and Real Estate)

• REFINISH STUDENT LEARNING OUTCOMES AND APPROPRIATE ASSESSMENT MEASURES WITHIN EACH ACADEMIC PROGRAM TO ENSURE PROGRAM IMPROVEMENT AND PROVIDE EVIDENCE OF STUDENT SUCCESS.
• DEVELOP AND IMPLEMENT ADMINISTRATIVE AND EDUCATIONAL SUPPORT OUTCOMES AND APPROPRIATE ASSESSMENT MEASURES WITHIN IDENTIFIED DEPARTMENTS TO ENSURE IMPROVEMENT AND PROVIDE EVIDENCE OF SUCCESS.

All units in the FSS Division completed data entry of their outcomes, results, and action plans. Included are appropriate assessment measures to ensure improvement and provide evidence of success.

Conducted periodic customer surveys to obtain feedback in areas such as quality of service, customer satisfaction, and timeliness of the provision of services. (Facilities)

Conducted routine inspections especially in areas deemed priority e.g., high traffic areas, restrooms, classrooms, etc. to ensure cleanliness and hygienic standards are being met. (Facilities - Custodial Operations)

Implemented web based customer feedback system. (Facilities - Facilities Management)

Implemented new communications technologies to enhance customer contact and improve shop productivity. (Facilities - Facilities Management)

• REVISE THE ACADEMIC AND ADMINISTRATIVE PROGRAM REVIEW PROCESSES TO FACILITATE PROGRAM IMPROVEMENT IN SUPPORT OF THE UNIVERSITY MISSION.

• INCREASE ALUMNI INVOLVEMENT THROUGH MENTORING INITIATIVES AND CAREER SERVICE AND GUEST LECTURER OPPORTUNITIES.

• BROADEN EFFORTS TO FACILITATE SUCCESSFUL TRANSITION OF STUDENTS TO THE WORKPLACE AND GRADUATE/PROFESSIONAL EDUCATION.

• IMPLEMENT FACULTY AND STUDENT INFORMATION LITERACY INITIATIVES THAT SUPPORT ACHIEVEMENT OF STUDENT LEARNING OUTCOMES.
Goal 4: Expand educational opportunities, emphasizing doctoral program development, applied scientific and technical programs, and other programs that address critical state needs.

EXPLORE THE FEASIBILITY OF OFFERING DOCTORAL DEGREES IN A NUMBER OF PROGRAMS AND SEEK PRELIMINARY AUTHORITY FOR THOSE DOCTORAL PROPOSALS THAT CAN: (1) ESTABLISH DEMAND FOR THE PROGRAM, (2) DEMONSTRATE CAPACITY TO OFFER A PROGRAM WITH HIGH QUALITY, AND (3) DETAIL HOW THE PROGRAM CAN BE COST EFFECTIVE.

EXPAND ACCESS TO DISTANCE EDUCATION THROUGH REVIEWING DISTANCE-LEARNING OPPORTUNITIES IN THE CONTEXT OF A VIABLE FISCAL PLAN.

Goal 5: Enrich our learning and working environment by attracting and supporting a more diverse faculty, staff, and student body.

•BUILD A MORE DIVERSE FACULTY AND STAFF.

All units in the Division of Finance and Support Services utilized objective, fact based criteria to hire and promote the best qualified individuals for each position, ever vigilant of protected classes.

HR developed initiatives to identify the best recruiting sources for staff diversity applicants by evaluating the ability of all the recruiting sources used to generate diversity applicants. (Human Resources)

HR posted 11 positions in 9 diversity recruiting sources as shown below through its JobElephant recruiting vendor. Records indicate 37 individuals actually went to the vacancy notices (see click through column).

<table>
<thead>
<tr>
<th>Publication</th>
<th>Total Advertisement</th>
<th>Page Views</th>
<th>Click Through</th>
</tr>
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<tbody>
<tr>
<td>Blacksinhighered.com</td>
<td>2</td>
<td>61</td>
<td>2</td>
</tr>
<tr>
<td>Hireahero.com</td>
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<td>7</td>
<td>3</td>
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<tr>
<td>HireVeterans.com</td>
<td>1</td>
<td>43</td>
<td>6</td>
</tr>
<tr>
<td>Hispanic Association of College and Universities Website</td>
<td>2</td>
<td>45</td>
<td>16</td>
</tr>
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9-19-2012
In general, it was found that print media job advertising is very expensive and not very productive. Electronic media was much more successful with Monster.com being a leading source. Continue to advertise on Monster.com in response to the great success experienced in advertising through this outlet. In FY2012, 30% of the advertising activity is generated from Monster.com and 17% from Austin Craigslist. In magnitude, these are the most productive advertising outlets in terms of site activity. (Human Resources)

Facilitated decision making on diversity recruiting initiatives by providing President’s Cabinet and other senior management with the monthly HR Diversity Tracking Report which shows by university, division, and department the number of positions posted, the number of applicants by EEO category for each position, and the EEO category of the individuals selected to fill the position. (Human Resources)

The HR Diversity Tracking Report continues to be generated and provided to President’s Cabinet and the Chief Diversity Officer and Director, Equity and Access on a monthly basis. It is also posted monthly to the HR Profile. (Human Resources)

**INCREASE INTENSITY AND SCOPE OF RECRUITMENT AND RETENTION PROGRAMS THAT HAVE A SPECIAL FOCUS ON MINORITY STUDENTS**

**EXPAND EFFORTS TO PROMOTE DIVERSITY AND INCLUSION AMONG FACULTY, STAFF AND STUDENTS**

The Finance and Support Services Diversity Committee sponsored three FSS diversity films. From 2011 to 2012, the total attendance has increased by 22 percent with an average of 82 participants for 2012. The evaluations reflected an overall high approval rating of the diversity films. Additionally, FSS attendees have shown an increase in the amount and openness of
comments. This opportunity for self-expression and feedback is no doubt having a positive effect on the FSS work environment. Efforts will be continued to ensure more participation from the FSS management level. (VPFSS Office)

The FSS Diversity Committee held two “Response Ability” workshops presented by Mike Dilbeck for 70 FSS employees and 29 of the Extended Business Services Council. The presentation aimed to empower people to overcome passive by stander behavior and stressed the importance of speaking up and acting based on your values which can have a positive impact on our campus community. Both workshops received an overall average score of 97.75 and 96 for effectiveness and expectations. Attendance has increased by 27 percent over the last year. (VPFSS Office)

The FSS Diversity committee and the Equity and Access Office purchased the “Drop by Drop” video. The training video help raise the importance of maintaining a respectful workplace and demonstrates how small slights, subtle discriminations and tiny injustices, little negative gestures called "micro-inequities," occur in organization’s every day. They also have the potential to become big problems in the workplace by undermining morale and reducing productivity. Eighty-four percent or 400 of FSS staff received the training. The video has also been shown to 150 Paws Previews students and eight LBJ Custodial staff. (VPFSS Office)

The FSS diversity survey was conducted January 2012 and had a 27 percent response rate with 126 FSS employees. The overall results showed an overall improvement in all three categories: Administration Support of Diversity, Employees’ Perceptions of Their Diversity Awareness, and FSS Culture of Diversity. Seventy-one percent of FSS employees, an increase of nine percent, agree that the FSS division provides opportunities for everyone to develop and grow. 93% of FSS staff are comfortable working with employees who are different. (VPFSS Office)

Two FSS Diversity Committee members were recognized for their diversity efforts. Charlie Salas was nominated and awarded the Staff Council Angelika Wahl Diversity Award. Joe Piazza was nominated and awarded the Texas State Staff Diversity Award. (VPFSS Office)

SEEK HISTORICALLY UNDERUTILIZED BUSINESS SUPPLIERS.

Used HUBS when they are deemed Best Value for any Auxiliary Services Departments. (Auxiliary Services)

Developed and implemented a training curriculum for HUB vendors on how to respond to Texas State solicitations in an effort to increase their competitive edge. (Facilities Management, Contract and HUB Compliance, Purchasing)

Texas State hosted the Construction and Professional Services HUB forum where we showcased 32 exhibitors. Educational seminars were held for 117 business representative. (Purchasing, Contract and HUB Compliance, Facilities Management)

Automated data capture and compilation of purchase order and payment data for inclusion in HUB supplemental and expenditure reporting. (Contract and HUB Compliance)

Goal 6: Develop and manage human, financial, physical, and technological resources effectively, efficiently, and ethically to support the university’s mission.
Budget Office revised over-expenditure notifications, shortening overall cycle time while ensuring adequate time for 4th level (deans/directors). (Budget Office)

Budget Office revised processing of administration overhead, fixing the posting program to exclude parked (unposted) documents. The program now includes funded programs in the calculation. (Budget Office)

The Associate Vice President for Finance and Support Services Planning hired a new Director of Transportation Services who reported to duty February 20, 2012. The Director began meeting with Parking Services and Bus Services staff. An Administrative Assistant was hired to support the Director. On July 1, Bus Services began reporting to the Director. Officially, Parking Services did not report to the Director until September 1; however, the Director began working directly with the unit in July to ensure successful parking and transportation for home football games. The Department of Transportation Services is under the direction of the Associate Vice President for Finance and Support Services Planning. (FSS Planning, Space Management and Real Estate)

Administer and support the continued funding for the faculty, staff, and benefits eligible graduate student Employee Assistance and Work Life programs beyond the initial two year funding period initiated in 2010. The addition of these programs has made Texas State a competitive top tier institution nationally and in Texas for the EAP and Work Life benefits which in turn enhances our recruitment of faculty, staff, and benefits eligible graduate students. (Human Resources)

Continued to monitor and communicate the benefits of Bobcat Balance (Employee Assistance and Work Life programs launched March 1, 2010) and encourage utilization through demonstrating the programs at departmental meetings, HR Bulletin articles, the annual HR management staff liaison visits to college and division councils, and the Support Staff Resources Fairs. The utilization rate for Bobcat Balance is about 4% which is the national average for such programs. (Human Resources)

HR received notice in April 2011 that our current vendor (UT Advantage) was discontinuing operations at the end of our contract year. However, HR successfully negotiated and executed an agreement effective 9/1/2011 with another provider (University of Texas Employee Assistance Program - UT-EAP) to continue and expand the services of our current program at a cost reduction of about $14,000 per year for a 2 year period. UT-Advantage was headquartered at the UTHSC in San Antonio and UT-EAP is headquartered at UTHSC in Houston. The changeover put us in a group of 80,000 (30,000 higher ed employees) as compared to our UT-Advantage group of 17,000 and was fairly seamless for our faculty and staff. (Human Resources)

Secured a $70K grant from the Department of State Health Services to implement a Mother-Friendly Worksite Policy to comply with new federal law effective March 2010. The Statement of Work was approved effective 6/1/2011. Components of the policy include renovating private, non-bathroom space for expressing breast milk, providing flexible break time, education and support for nursing mothers. (Human Resources)

During FY 2012 completed renovations and rolled out 7 renovated nursing rooms, developed a new Mother-Friendly Worksite UPPS, and began providing a storage tote and educational information to new mothers throughout the year. All grant expenses were paid and the grant was closed. This strategy is complete. (Human Resources and Facilities)
Human Resources has been working with the Round Rock Higher Education Center leadership regarding the provision of HR services to the Round Rock Campus. The RRHEC leadership would like to see a full-time HR presence on the campus. However, funding limitations and level of demand for services do not support such a presence at this time. HR staff made 3 visits to the RRHEC campus in 2012. (Human Resources)

The work of the Administrative Support Services Committee has brought nationwide attention to Texas State. It was (1) selected for presentation to the Texas Higher Education Human Resources Association (THEHRA) Winter 2011 meeting; (2) selected as an alternate presentation for the national 2012 College and University Professional Association-Human Resources (CUPA-HR); and (3) featured (with complimentary remarks) in a Custom Research Brief of leading universities “Improving Collaboration Between Business Office Staff and Departmental Staff” prepared at the request of Boise State University to the University Business Roundtable of the Education Advisory Board (of which Texas State is a member) headquartered in Washington D.C. The Administrative Support Services Committee continues to meet on a monthly basis. (Human Resources)

Human Resources developed a plan for sponsoring ongoing lunch and learn style workshops with support from our active 403b vendors and Professional Development. For these workshops the preparation is educational and not a sales pitch and the vendor provides lunch for the attendees. HR coordinated 3 of these workshops plus the annual financial planning fair during 2012. (Human Resources)

Worked with the Athletic Department and Facilities to locate a University Bookstore off-campus location as part of the North Stadium Expansion project. The Fan Shop and Visitors Center opened on September 7th for the dedication ceremony. (Auxiliary Services - University Bookstore)

Environmental Health, Risk Management and Safety introduced an on-line business continuity template so each University department could develop an individualized business continuity plan. (EHRSM)

Treasurer reviewed and suggested changes to the TSUS Operating and Endowment Investment Policies to reflect appropriate legislative changes and risk and total return opportunities. (Treasurer)

Treasurer completed RFP and implemented change for Banking - Depository and Custodian Bank. (Treasurer)

Student Business Services streamlined the credit card reconciliation process to allow for more timely and efficient adjustments and reporting. (Treasurer - SBS)

Student Business Services implemented Convenience Fee using PayPath - savings approximately $500,000 this year. (Treasurer - SBS)

Student Business Services began process to disband the Perkins Loan Program. (Treasurer - SBS)

Student Business Services revised the cash blotter procedures to make them more comprehensive and provide a central location for SBS transactions which impact cash to aid in the reconciliation process for both SBS and General Accounting. (Treasurer - SBS)
Treasurer developed system-wide Quarterly Investment Report with consultant and TSUS office. (Treasurer)

Treasurer evaluated the effect of GDP and faculty/staff waivers on university budget. (Treasurer)

The Purchasing Office negotiated a Custodial Contract for the University. Approximate savings are $454,000.00 over five years. This amount is growing as we add space. In August, we added the Round Rock Campus. (Financial Services - Purchasing)

The Purchasing Office negotiated a University contract with Broussard Logistic to help save the University money in both domestic and international shipping. They also help the University to negotiate through Customs and Homeland security. (Financial Services - Purchasing)

The Purchasing Office worked with Human Resources to create a RFP (Request for Proposal) for temporary services. Three vendors were chosen and will be loaded into BOBCATalog. This gives the University negotiated rates and it gives Human Resources the ability to receive reports indicating the type of service we are requesting and the rate. (Finance Services - Purchasing, Human Resources)

Purchasing added Sherwin Williams and Anixter to BOBCATalog. (Financial Services - Purchasing)

The Purchasing Office worked with the Systems Office to approve a payment card program with American Express. This agreement is in conjunction with E&I (Educational and Institutional Cooperative Purchasing) which will enable the University to earn rebates which will help to offset the cost of technology. Our goal is 20 million dollars in spend, which will yield approximately $305,000.00. (Financial Services - Purchasing)

The General Accounting Office completed design of and implemented the Enterprise Holdings customized Online Reservation System for direct billing of rental vehicles. (Financial Services - General Accounting)

Memorandums of Understanding, related to receiving freight directly at certain off and on campus locations, have been signed and employees of these locations have been trained by the Director of Materials Management on the correct receiving and reporting of their freight directly shipped to their sites. (Financial Services - Materials Management)

HR Bulletin Articles were written and appeared in the monthly bulletin during the months of October 2011 - January 2012 regarding the electronic W-2 program. Additionally, several campus emails were sent reminding employees to enroll in the electronic delivery of 2011 W-2 forms. Overall participation in electronic delivery increased 3.3% from CY2010 for a total of 1,394 participants. (Financial Services - Payroll and Tax Compliance)

The FI Master Data Center used the Educational Advisory Board – Spend Management tool to identify opportunities in pricing and vendor consolidation and created reports facilitate the decision process (Financial Services - FI MDC)

Programming was completed in January 2012 for submitting Child Support Garnishments to the State utilizing Expert Pay, a third party provider. (Financial Services - Payroll and Tax Compliance)

Programming was completed in January 2012 for production of the 2011 Misc-1099 forms. The balance of this charter was cancelled due to the repeal of the 3% Withholding Requirement for all Vendors. (Financial Services - Payroll and Tax Compliance)
Programming was completed in May 2012 for submitting Years of Service data to TRS on a monthly basis. (Financial Services - Payroll and Tax Compliance)

Developed a new version of the vendor maintenance form to comply with International ACH Transactions (IAT) and Office of Foreign Assets Control (OFAC) NACHA rules update. (Financial Services - FI MDC)

Buildings constructed at a cost of over one million dollars are componetized using the percentages and years of depreciation recommended by the State Comptroller. (Financial Services - Materials Management)

Since April of 2012 the University had gross proceeds from on-line auctions totaling $67,392.79. (Financial Services - Materials Management)

Enhanced the comprehensive preventive maintenance program for the thermal plants and the utilities infrastructure. (Facilities - Utilities Operations)

Facilities negotiated and implemented a $420,000 AiM CMMS contract, trained over 150 facilities personnel on the use of the AiM system, successfully shut down the FacilitiesFocus system and startup of the AiM system, worked with staff from across the University to develop SAP interface protocol, and trained over 135 administrative personnel from across the University on the AiM system work request module. (Facilities)

Expanded the use of IDIQ contracts to allow us to better support our customers and increase the emphasis on preventive maintenance (Facilities - Facilities Management)

Enhanced monitoring of service contracts to improve quality of service and ensure the University is getting best value. Held formal meetings with vendors at the start of contracts to make clear our expectations. Performed quarterly, or semi-annual performance evaluations of service contracts. (Facilities - Facilities Management & FPDC)

Incorporated the US Green Building Council Guidelines and LEED criteria as a permanent part of the FPDC Construction and Design Standards. (Facilities - Facilities Planning, Design & Construction)

108 customer feedback hang tags were distributed by Custodial Operations as compared to 105 in FY 11. There was 97% satisfaction with the work of Custodial Operations. (Custodial Services)

Custodial Services conducted routine inspections especially in areas deemed priority (e.g., high traffic areas, restrooms, classrooms, etc.) to determine that cleanliness and hygienic standards are being met. The day shift received 92% satisfaction, the evening shift received 88% satisfaction and the night shift received 86% satisfaction. APPA levels are 2, 3 and 3 respectively. (Facilities Custodial Services)

Custodial Services conducted interviews internally to review the quality of customer services and seek improvements in areas such as customer coordination and timeliness. A total of 218 customer meetings were scheduled and held by Crew Supervisors and Head Custodians for planning, coordination and overall service satisfaction discussions. A total of 262 work requests were completed. The average response time was 2.30 hours. (Facilities - Custodial Services)
Custodial Services completed the first full cycle PM and RFID inventory for 100% vacuums department-wide resulting in retiring approximately 30% of the current vacuum inventory. The acquisition of new machines has resulted in:

- reduction in sound decibels
- reduction in total weight of machine
- mandatory HEPA filtration
- improved ergonomics for staff
- ease of repair

68% of the departmental inventory has been electronically tagged and inventoried via the RFID system. 8 new Adfinity Orbital auto scrubbers, which have proved to save 50% of labor and time as well as using less water and absolutely no chemicals to strip a floor, were purchased.

(Facilities - Custodial Services)

Facilities Management received and processed over 19,000 work requests, accounting for over 120,000 labor hours for Facilities Maintenance shops. Structures Shops completed over 1780 work requests. The HVAC Shop completed over 5100 work requests, including over 2000 preventive maintenance work requests. The Electric Shop completed over 2950 work requests, including over 1560 preventive maintenance work requests. The Plumbing Shop completed over 1,850 work requests, including 30 preventive maintenance work requests. Night Maintenance completed over 1280 work requests and the Garage completed over 900 work requests, including over 600 preventive maintenance work requests. (Facilities - Facilities Management)

Collected, processed and recycled 116.35 tons of mixed paper, 52.99 tons OCC and 12.85 tons single stream in calendar year 2012 thus far. (Facilities - Grounds)

Discontinued our in-house composting operation that had been existence for 20 years in favor of lower overall cost purchase of materials; vegetative materials still do not ever go into dumpsters but are collected separately to be sent to TDS to compost or mulch. (Facilities - Grounds)

Facilities Vehicle Fleet Administration managed a 257 vehicle fleet and managed 6 State Gas card accounts with over $463,000 in bills for FY12. They also handled two gas card change outs for the 328 gas card at the University and set up files with new Gas Card Contractor. They managed upload of 1700 driver records, 257 vehicle cards, and 69 miscellaneous cards and processed over 5700 gas card transactions and IDT departments across campus for over 2750 gas card transactions valued at over $160,000. They managed annual departmental driver recertifications for 1700 drivers of University fleet vehicles, conducted annual birthday DPS driver record checks 1700 drivers, issued over 600 preventive maintenance work orders for fleet vehicles, and took over management and acquisition of vehicle titles from AVP Financial Services Office. (Facilities)

Facilities Construction Contract Administrators managed development, award and completion of 78 renovation and repair contracts valued at over $2 million small contracts. (Facilities)

Seven Capital Projects (Star Park, DHRL Admin, North Campus Housing Complex, Undergraduate Academic Center, Lampasas Renovations, Commons Dining, and North End Zone Complex) reached Substantial Completion in FY2012. The gross square feet exceeded 800,000 gsf. The cost for these six projects reached $152,000,000. (Facilities - Facilities)
Planning, Design & Construction Accomplishments

The Strutters’ Gallery, Fan Shop and Visitors Center, Mark and Linda Smith Ticket Office, and the Athletic Track Suite all reached Substantial Completion as part of the Bobcat Stadium North Side Complex. (Facilities - Facilities Planning, Design & Construction Accomplishments)

The total number of Capital Projects underway in FY12 were as follows: Facilities - Facilities Planning, Design & Construction Accomplishments:

- Planning & Programming – 11 ($322,986,825)
- Construction Phase – 13 ($309,917,296)

The restoration work at Spring Lake and Peninsula included the raising and removal of both submarines and the removal of the Needle Tower in 2012. (Facilities - Facilities Planning, Design & Construction Accomplishments)

The FPDC Special Projects Team completed 205 projects in FY-12. This represents an increase of projects from FY-11. (Facilities - Facilities Planning, Design & Construction Accomplishments)

The FPDC Special Projects Team refined its on-going Job Order Contracting program with five new JOC contracts under contract in FY’12. (Facilities - Facilities Planning, Design & Construction Accomplishments)

The Special Projects Team completed ten (10) “fast-track” projects within two months or less from request to completion during FY-12. (Facilities - Facilities Planning, Design & Construction Accomplishments)

The Special Projects Team successfully managed multiple projects using five (5) outside contracts as a means to streamline the continuing efforts in serving university’s “customer expectations / contract management / and customer satisfaction.” This is an example of the ongoing effort by FPDC Special Projects team to reduce costs, obtain the “best possible” product for the customer, and help maintain the University’s resources. (Facilities - Facilities Planning, Design & Construction Accomplishments)

ATTRACT AND RETAIN HIGHLY COMPETENT STAFF BY PROVIDING ANNUAL MERIT INCREASES BASED ON PERFORMANCE

Staff in the Division of Finance and Support Services were awarded merit increases based on performance in FY 12.

ADJUST STAFF LEVELS AND SALARIES TO ACCOMPLISH UNIVERSITY GOALS

Human Resources initiated its annual salary survey process to include review of market allocation and pay plan relationships in February 2012. The process and final report, including divisional vice presidential review and recommendations, was completed and submitted to
the VPFSS on June 1. The report included a (1) an overview of all fund costs by market, (2) overview of method fund costs by market, (3) pay plan relationships for the local and university market, (4) market index summary, (5) local market analysis, (6) university market analysis, (7) no-cost reallocation plan to raise minimum pay plan rates, and (8) CPI-U data including cost of CPI-U increase of pay plan minimums. President’s Cabinet asked HR to provide an updated report for the no-cost reallocation option following the implementation of the 2% merit increase pool in September 2012. (Human Resources)

Adjusted shifts and staffing levels to provide staff with better opportunities to service their assigned areas and continue to maintain customer satisfaction. (Facilities)

Reviewed job assignments and assessed needs within the department to identify opportunities to reclassify and/or flatten the organization to better meet the needs of the university. (Facilities)

Custodial Operations coordinated with faculty and staff to prioritize building spaces to attain APPA level cleaning standards 2, 3 or 4. (Facilities - Custodial Operations)

Utilities Operations completed the implementation of reorganization with clearly defined responsibilities and training to provide competent and effective staff. (Facilities - Utilities Operations)

Evaluated and reorganized SBS staff responsibilities to realign positions more appropriately and provide the most efficient use of resources following the implementation of the new student system. (Treasurer - Student Business Services)

EXPAND AND SUPPORT PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOR FACULTY AND STAFF.

Facilities conducted monthly training and safety programs; and achieved a near perfect record accounting for CEUs, Certifications, and Licenses for the departments. (Facilities)

Developed and implemented individual plans of action for working towards personal and professional goals that will enhance employee job performance (Facilities - Grounds)

Continued to provide internal and external training to Procurement staff in order to keep them abreast of changes in policies, statues, and procedures. (Facilities - Facilities Management)

Procurement Specialists achieved CTPM level certification and CTCM certifications in Contract Management for majority of Procurement staff. (Facilities - Facilities Management)

Provided managers and supervisor with leadership, communications and customer service training. (Facilities)

Team Lead and Systems Analyst for FI Master Data Center completed the College Business Management Institute training (CBMI), a 3 year training program. (Financial Services - FI MDC).

Financial Services inventoried and assessed Financial Services training programs for the campus community. Financial Services proposed, developed, and implemented additional training programs to support the utilization of all Financial Services processes and systems. (Financial Services)

Financial Services Desktop Security Procedures
FI MDC co-presented a Contracted Services workshop offered thru Professional Development
FI MDC provided 2 FI Master Data training sessions thru Professional Development

• ENHANCE AND EXPAND CAMPUS INFORMATION TECHNOLOGY SECURITY ACTIVITIES.

• CONTINUE SUPPORT FOR STRUCTURED, STANDARDS-DRIVEN WEB COURSE DEVELOPMENT AND PROGRAMS THAT ENABLE FACULTY TO APPROPRIATELY INTEGRATE TECHNOLOGY INTO THE TEACHING-LEARNING PROCESS

• REDUCE DEFERRED MAINTENANCE IN EXISTING FACILITIES.

Utilities Operations focused resources on preventive maintenance to extend the life of components, improve the reliability of the utilities services components and distribution infrastructure and improve customer satisfaction. (Facilities - Utilities Operations)

Utilities Operations continued the systematic replacement program of deficient underground steam and condensate piping and complete planned utility infrastructure studies. (Facilities - Utilities Operations)

Utilities Operations improved the condition and reliability of the thermal plants’ chillers, boilers, pumps, motor control centers and switches, and established a baseline of statistics for the operational efficiency of these major components. (Facilities - Utilities Operations)

Facilities Management devoted about 18% of manpower and M&O resources to preventive maintenance work in order to extend the life of components, improve the reliability of the infrastructure, and improve customer satisfaction. (Facilities - Facilities Management)

Facilities Management overhauled its preventive maintenance programs, improved tracking of repeat service calls in the same area to identify and resolve chronic problems, and developed meaningful metrics for shop performance. (Facilities - Facilities Management)

Facilities Management developed and implemented a procurement strategy that is in full compliance with all legal and regulatory procurement requirements and provided end users with materials and services on a timely basis. (Facilities - Facilities Management)

Expanded building inspection program to better understand our deferred maintenance and capital renewal needs. (Facilities Management)

IMPLEMENT NEW PROCESSES OUTLINED IN SACS PRINCIPLES OF ACCREDITATION TO ENSURE COMPLIANCE WITH STANDARDS, WHILE CONTINUOUSLY IMPROVING OVERALL EDUCATIONAL QUALITY

ESTABLISH A COORDINATED ASSESSMENT PROCESS THAT ASSISTS UNIVERSITY STAKEHOLDERS IN MULTIPLE ASSESSMENT ACTIVITIES,
INCLUDING STRATEGIC PLANNING, STUDENT LEARNING AND SUCCESS, AND PROGRAM EXCELLENCE

EFFECTIVELY UTILIZE ALUMNI TO INFLUENCE AND GENERATE HUMAN AND FINANCIAL CAPITAL OPPORTUNITIES

ASSESS THE NEEDS AND OPPORTUNITIES TO REFINE ALKEK LIBRARY UTILIZATION TO IMPROVE SUPPORT FOR THE ACHIEVEMENT OF FACULTY AND STUDENT INSTRUCTIONAL AND RESEARCH OUTCOMES

ENSURE REGULATORY COMPLIANCE, ENVIRONMENTALLY RESPONSIBLE PRACTICES AND THE EFFICIENT USE OF ENERGY AND WATER RESOURCES

Established the university goal to reduce electric consumption by at least 5 percent each state fiscal year for 10 years beginning September 1, 2011 per Texas State SB 898. Developed the plans, methods, measures and reporting that support the electric use reduction goal. (Facilities - Utilities Operations)

Conducted energy audits of 45 buildings, installed utility meters in majority of auxiliary buildings and various academic and research buildings. (Facilities - Utilities Operations)

Incorporated additional responsibilities under Utilities Operations to improve organizational span and control to include: maintenance and operation of campus high voltage distribution system; maintenance of underground chilled water, steam, condensate, and water lines; management, maintenance, operation and modernization of all building and plant DDC and legacy control systems; and led energy management and sustainability initiatives such as dashboards, performance contracts, and campus wide utility metering. (Facilities - Utilities Operations)

Ensured environmentally responsible practices and the efficient use of energy and water resources. (Facilities - Utilities Operations)

Facilities Management expanded the use of Alternate Fuel Vehicles. (Facilities - Facilities Management)

Grounds developed a comprehensive Water Management PPS and established irrigation related best management practices to optimize the use of ground water and surface water and comply with EAA guidelines. (Facilities - Grounds)

EMPLOY ANNUAL BUDGET PLAN TO ADDRESS ALL STRATEGIC PRIORITIES.

Budget plan in place where all requests for new funding must be directly linked with strategic priorities.

Budget Office took the lead in recovering $617,224 in rider appropriations from the State. (Budget Office)
Facilities optimized the use of resources (i.e., time, manpower, budget, physical plant assets, etc.) throughout the organization by developing metrics and comparing with peer institutions and comparable industry benchmarks. (Facilities)

Utilities Operations assessed opportunities of engaging in a public-private venture to co-generate power on campus. Effort is ongoing. (Facilities - Utilities Operations)

**IMPLEMENT THE 2006-2015 CAMPUS MASTER PLAN TO ENSURE IT MEETS THE NEEDS OF THE UNIVERSITY**

The Associate Vice President for Finance and Support Services Planning facilitated the update of the Campus Master Plan which was approved by the Board of Regents in November 2011. (FSS Planning, Space Management and Real Estate)

The Assistant Real Estate Director facilitated the completion of the Texas State STAR Park Master Plan, a 38 acre tract of land south of campus, with emphasis on development of additional quality research facility space. (FSS Planning, Space Management and Real Estate)

The Assistant Real Estate Director finalized agreements with the City of San Marcos to partner in the STAR One facility development and development of Texas State STAR Park. (FSS Planning, Space Management and Real Estate)

The Assistant Real Estate Director supported Facilities in several utility projects involving the City of San Marcos and CenterPoint Reliant gas company to expand utility infrastructure and capacity to meet university needs. (FSS Planning, Space Management and Real Estate)

The Assistant Real Estate Director completed negotiations with the City of San Marcos and an adjoining land owner to allow reconstruction of a City block of Woods Street by the university to support a new bus stop in front of the Undergraduate Academic Center. (FSS Planning, Space Management and Real Estate)

Facilities implemented environmental and energy sustainability programs through the use of LEED design criteria, green cleaning products, and energy efficient equipment. (Facilities)

Utilities Operations maintained a comprehensive utilities infrastructure master plan and implemented repair projects required to improve the reliability and efficiency of the utilities infrastructure and systems. (Facilities - Utilities Operations)

Incorporated Texas State H.B. No. 3391 regarding rainwater harvesting into campus building designs. (Facilities - Facilities Planning Design and Construction)

Conducted a comprehensive facility condition assessment of the buildings and documented deferred and planned maintenance requirements as well as renovation and modernization requirements and energy enhancement opportunities. (Facilities - Facilities Management)

Facilities Planning Design developed a comprehensive schedule of all major projects that improved work load management and achieved projected project milestones. (Facilities - Facilities Planning Design and Construction)

Utilized appropriate site and building design to affect learning outcomes; in essence, the buildings demonstrate leadership in engineering and environmental design. LEED certified buildings typically have interactive ‘green screens’ (i.e., web-based energy application data) that will allow students to view the operations efficiency of the building in real time. (Facilities -
Facilities Planning, Design and Construction

With the Dining Contract extended work began on designing a full service restaurant to be located in the LBJ Student Center. This would be a replacement for the University Club but would not be restricted to only faculty and staff. (Auxiliary Services - Dining Services)

Harris Dining Hall and Commons Dining Hall were renovated and the UAC Cafe opened. (Auxiliary Services - Dining Services, Facilities)

CONTINUE SAP POST-IMPLEMENTATION ACTIVITIES FOR THE FINANCE AND HUMAN RESOURCE SYSTEM

Purchasing worked with the competency center to establish new workflow in SAP. This workflow will reduce the amount of entry in Purchasing by 74.20%. This enables the buyers to do analytical work. (Financial Services - Purchasing)

Materials Management fine-tuned, with the assistance of Enterprise Resources, the RFID database to create reports and send back data to SAP to update information on asset master records. (Financial Services - Materials Management)

A charter to develop an automated general accounts receivable system was developed in conjunction with the Office of Sponsored Programs. That charter was prioritized by the Finance Stakeholders group and work began on completion the project specifications. Due to resource limitations, the work on the project has been delayed until the spring of 2013. In the interim, a manual process to utilize the same process is being utilized by General Accounting. (Financial Services - General Accounting)

A survey to evaluate post-implementation feedback for TRAVELTracks from targeted user-groups has been developed and is in the process of being distributed to those users. (Financial Services - General Accounting)

The expansion and exploitation of current and future SAP and other technologies to improve business processes has moved along at a brisk pace as evidenced by the following (Human Resources):

- Postponed the upgrade to PeopleAdmin 7 due to software platform instability. Will continue to monitor the progress of PeopleAdmin 7 program stability, functionality and capacity and gather feedback from other organizations that are in the process of upgrading or have already upgraded.
- Completed campus-wide rollout of electronic PCRs.
- Enhanced existing data cubes in Business Warehouse for more flexibility. The flexibility and power of these enhancements are currently being demonstrated as the university is pulling data to respond to an Office of Federal Contract Compliance Audit (OFCCP) request received in April 2011.
- Currently utilizing Business Warehouse to generate several recurring, ad hoc, and HR Profile reports. New additions include added demographic information and expanded queries for HR staff.
Currently exploring document imaging application recently rolled out with the new Student Information System (SIS). Initial meetings have been held.

Additionally, we prepared and conducted 23 SAP training classes.

The Assistant Real Estate Director completed transition of Real Property records and Lease records to the SAP Flexible Real Estate Management module. (FSS Planning, Space Management and Real Estate)

ENSURE COMPLIANCE WITH STATE FIRE MARSHALL REGULATIONS AND COMPLETE RENOVATION PROJECTS AS OUTLINED IN THE FIRE MARSHALL’S AUDIT REPORT

Renovation of Dining Facilities will ensure those areas meet or exceed the State Fire Marshall Regulations. Harris and Commons Dining Halls were renovated in 2012. (Auxiliary Services - Dining Services)

Enhanced the Safety Compliance asset tracking system. (EHSRM)

EHSRM will continue the identification and bar coding of emergency safety systems. This includes all emergency lights, exits lights, alarm systems, sprinkler systems and fume hoods. (EHRSM)

COMPLETE THE CAMPUS ERP MIGRATION THROUGH THE PROCUREMENT AND IMPLEMENTATION OF A NEW VENDOR SUPPORTED STUDENT INFORMATION SYSTEM

Meal Plans are handled as a result of integrating both Banner and the Housing Information System. (Auxiliary Services - Dining Services)

Student Business Services educated and trained end-users on the TouchNet Marketplace solution. This allows campus departments to develop and maintain their individual E-Commerce applications in the future. (Treasurer - SBS)

Student Business Services modified the write-off policy to include all outstanding auxiliary receivables to provide more accurate reporting of these accounts. (Treasurer - SBS)

Student Business Services implemented Campus Loan Manager so former students may pay outstanding debt online. (Treasurer - SBS)

Student Business Services transitioned to 100% e-billing, which reduced postage dramatically. (Treasurer - SBS)

Revised various SBS activities to account for Summer in SIS system. (Treasurer - SBS)

Student Business Services implemented ACH for parking services, streamlining parking payment functionality, and created “.net” applications to add and remove attributes. (Treasurer - SBS)