

**Division/Unit/Department: FSS Division  
Plan 2012-2017  
4/19/2012**

**I. Introduction**



State your administrative department/unit/division mission statement.

The Finance and Support Services Division in support of the University's mission is dedicated to providing outstanding customer service and a challenging and satisfying work environment while ensuring the efficient and effective use of financial, human, and physical resources.

Outline briefly your "vision" for the 2012-2017 planning cycle.

The FSS Division Vision is: Outstanding Support and Service: Making a Difference at Texas State

During the 2012-2017 planning cycle the FSS Division will:

- Enhance our customer service focus by continuously reviewing our core processes and implementing new services.
- Protect the financial integrity of the university by safeguarding the university's assets, ensuring efficient use of university resources and compliance with regulatory authorizes.
- Foster an inclusive and supportive environment that values students, faculty, and staff and their contributions to the Texas State community resulting in increased retention, diversity and improved employee morale.

Using University goals and initiatives as a guide; list and briefly describe your top five priorities for the 2012-2017 planning cycle and indicate the university initiative/goal to which the unit's initiative is linked.

The following are priorities for the Division of Finance and Support Services but not presented in priority order:

- Implement the 2012-2017 Campus Master Plan Update to ensure it meets the needs of the University. Goals 1.4, 5.4 & 5.5
- Integrate the parking and transit systems under one unit called Transportation Services. Goal 5
  - Evaluate the parking permit structure and make changes to support the budget.
  - Post a Request for Proposals and award a new bus contract.
  - Evaluate the bus fee structure and make changes to support the budget.
  - Propose new legislation regarding the bus fee which currently sets the fee not to exceed \$100 per semester.
  - Evaluate current routes and make improvements.
  - Continue investigating the possibility of converting the bus system to a public system with the City of San Marcos.
- Review the current building and room database system to ensure inventoried building and room information satisfies the requirements related to *Facilities and Administrative Cost Recovery* and supports the Facilities Maintenance work order system. Goals 1 & 5
- Begin the next update of the Campus Master Plan in 2016. Goals 1 & 5
- Support emerging research requirements, improve the condition and reliability of the physical plant and utilities infrastructure, and create redundancy to support essential building operating systems and utilities services. Goals 1.4, 1.9, 5.4 & 5.5
- Ensure regulatory compliance and the efficient use of energy and water. Attain and maintain 100% compliance with all applicable regulatory requirements and reduce electric consumption by 5% each year over the next 10 years. Goals 5.13 & 5.16
- Maintain safe, secure and attractive campus facilities. Focus campus capital improvements and utilities infrastructure plans on maintaining a physical setting that presents Texas State University as a premier institution. Goals 5.4 & 5.16
- Reduce Deferred Maintenance in existing Facilities. Maintain a campus condition index (i.e., the ratio of deferred maintenance as a percentage of the plant replacement value) that is below 5%. Institutionalize a comprehensive maintenance, repair and renovation program that ensures equipment and building components are properly maintained thereby increasing reliability of services and minimizing unscheduled disruptions. Goal 5.8
- Develop Facilities staff professionally and personally. Offer training and professional development opportunities that enhance employees' abilities to provide exceptional customer service and improve the effectiveness and efficiency of the physical plant and utilities infrastructure. Develop a competency based career progression program with training, metrics and documentation that provides an internal candidate pool for career progression opportunities. Goal 5.6
- Leverage technology to improve and expand functionality for managers and employees including:
  - Implement the electronic Personnel Change Request
  - Upgrade the online employment process
  - Implement an electronic document imaging system for employee files

- Expand the functionality for Employee Self Service and Manager Self Service
- Enhance the management report monitoring system reporting capability.
- Goal 5.14
- Reorganize the Human Resources Office to support the employee relations function and assume responsibility for the university's staff organizational development function by absorbing the current Office of Professional Development. Goals 5.2 & 5.6
- Enhance recruiting and retention of highly competent faculty and staff with competitive salaries and benefits to include pay plan maintenance based on market data, securing continued funding and expansion of the university work life program, and continued efficient, service oriented management of the university insurance, retirement, and related benefits programs. Goals 1.1, 5.1 & 5.3
- Maintain compliance with federal, state, accreditation, and other relevant regulatory authority regulations and requirements through development and implementation of human resources policies, procedures, and practices that comply with these regulations and requirements. Goals 5.9 & 5.13
- Develop human resources initiatives that support the university's emerging research institution status to include educational outreach to the research community and review of employment/compensation policies, procedures, and practices related to research activities and operations. Goals 1.4, 1.6 & 1.9
- Provide strategic sourcing and procurement compliance in the following manner:
  - Identify and negotiate Preferred Vendor contracts to lower or contain pricing.
  - Increase the number of E-procurement purchase transactions by 30% and the number of catalogs by 4 per year.
  - Negotiate improved pricing of goods, materials, and services as identified by The Advisory Board.
  - Establish additional HUB Mentor-Protégé relationships which leverage proposed or existing preferred vendor contracts.
  - Goals 4.5 & 5
- Provide financial management decision support, reporting, and financial compliance in the following manner:
  - Optimize and enhance existing SAP and subsidiary system technology solutions to simplify and provide more useful executive management and departmental financial reports in support of unit decision making and management of financial assets.
  - Simplify Texas State's general ledger system Chart of Accounts in order to eliminate non- value added work due to an excessive number of expenditure object codes (general ledger accounts) and accounts (funds).
  - Identify and implement new vendor payment methods which have the potential to both generate rebate revenues and increase interest income of cash assets by utilizing financial service company card payments in Accounts Payable for SAP and E-procurement purchases.
  - Develop additional Business/Financial Management Information Dash Boards of key information for use by executive management and unit administrative officers.
  - Goal 5.14
- Identify, design, develop, and establish new business processes with enabling electronic systems such as:
  - Improve the efficiency and effectiveness of tracking and maintaining university equipment assets by completing the implementation of a Radio Frequency Identification asset monitoring and management system.

- Develop and evaluate proposals for replacing paper payroll checks for those employees who choose not to participate in electronic deposit of their net earnings.
- Solicit information and evaluate the cost/benefit and business continuity/risk management benefit of processing gross to net payment earnings through a vendor business partner.
- Evaluate the current design and configuration of the SAP Financial System regarding its effectiveness and efficiency in order to meet the needs of Texas State's management team in the next five years.
- Goal 5.14
- Develop college and departmental business officer and new faculty education and training programs in the following manner:
  - Design, develop, and implement a State Sales Tax policies and procedures training program.
  - Design enhanced contract and procurement training programs for departmental business officers and faculty.
  - Design, develop, and implement procurement and contract training programs to meet the needs of a comprehensive university with emerging research, graduate, and international programs. This effort requires gaining a better working understanding of the Federal Acquisition Regulations (FAR) procurement policies and procedures.
  - Goal 5.6
- Establish a connection between Financial Services departments and the instructional mission of Texas State.
  - The General Accounting Office (GAO), working with the McCoy College of Business Department of Accounting, has established the first Student Co-op within Financial Services. Recruitment and hiring of an upper division accounting student is now under way.
  - The Contract and HUB Compliance, Payroll and Tax Compliance, and Financial Master Data Center Departments are developing similar student co-op positions for discussion and partnership with academic department chairs.
  - Goals 3.1 & 3.9
- Expand the Hazardous Waste pickup and disposal program consistent with grants. Goal 1.4
- Implement a compository training and tacking system for Texas State to comply with state and regulatory regulation. Goal 3.6
- Implement the MS4 Storm Water Management Permit through Texas Commission on Environmental Quality (TECQ) when required. Goal 5.13
- Implement the Texas State Emergency Management Plan/ Business Continuity Plan. Goal 5.16
- Replace the current Jones Diner with a new 50,000 sq. ft. state of the art dining center. Goal 5
- Explore all reasonable and cost effective ways of providing learning materials through the University Bookstore to include but not limited to new/used books, Rental, E-books and fee based course materials. Goal 3
- Open and operate a financially successful Bobcat Fanshop in the North End Zone Complex. Goal 5
- Continue to enhance and expand the services offered in Print Services in the area of digital printing. Goal 5
- Develop and deploy on-line training modules for budget-related processes, allowing account managers and their assistants to train or refresh from their desks. Goals 5.6 & 5.14
- Automate Budget & Financial Analysis reporting. Goal 5.14
- Implement strategic financial planning model. Goal 5.14
- Restructure service department budgeting and pricing to make them compliant with Federal cost accounting standards. Goal 5.14

- Utilize Business Objects software to improve Budget Development and PBF system. Goal 5.14
- Automate manual student business functions, and use workflow wherever possible. Goal 5
- Provide Deans/Department Heads the ability to pull endowment reports themselves on an ad-hoc basis. Goal 5
- Create meaningful student business and treasury dashboard reports for various levels of the organization and to fit individual requirements. Goal 5
- Develop meaningful training in areas of compliance(PCI, red flags) and cash management. Goal 5
- Provide e commerce services at the department level. Goal 5

Based on unit goals, list the number of new (not replacement) staff lines you plan to request in the 2012-2013 fiscal year and in the remaining 2-5 years.

2012-2013 (13 positions)

- FSS Planning - Administrative Assistant II (funding already allocated)
- Human Resources - Employee Relations Coordinator
- Purchasing and Contract & HUB Compliance Departments - Assistant Director for E-Procurement, Purchasing Analyst II
- General Accounting Office - Manager, Accounts Payable, Accountant III
- FI Master Data Center and Materials Management - Assistant Director Materials Management, Head Stores Clerk, 2 Lead Warehouse Workers, Student Co-op position
- Payroll and Tax Compliance Office - Tax specialist, Student Co-op position
- EHSRM – Part time Hazardous Waste Tech, Emergency Management Coordinator
- Treasurer – Business Analyst

2014-2017 (25 positions)

- Facilities - 6 Facilities Maintenance FTE, 4 Utilities Maintenance FTE
- Human Resources - 2 Training Specialists, Human Resources - .25 (FTE) Increase .75 HR Assistant to 1.0 FTE, Administrative Assistant II, Temporary Services Coordinator (Internal campus Temp Services Operations), Administrative Assistant II (Support Temp Services Operations), HR Representative (liaison for research activities support), HR Representative (support Round Rock Higher Education Center), Communications Specialist
- Purchasing and Contract & HUB Compliance Departments - Buyer II, Assistant Director for Contract & HUB Compliance, 2 Student Co-op

- positions
- General Accounting Office - Accountant II, 3 Student Co-op positions
  - FI Master Data Center and Materials Management - Stores Clerk II, Administrative Assistant II
  - EHSRM – Storm Water Program Coordinator
  - Treasurer – 1 staff position

Based on unit initiatives outlined in your plan, estimate the total amount of new funding that your unit will realistically need in the 2012-2013 fiscal year and in the remaining 2-5 years.

- 2012-2013
- FSS Planning – Acquisition of new building and room inventory system - \$100,000
  - Human Resources - \$70,000 for Employee Relations Coordinator and \$30,000 for Document Imaging/Management Equipment
  - Purchasing and Contract & HUB Compliance Departments - Operating & Travel - \$75,000
  - General Accounting Office - Operating & Travel - \$80,000
  - FI Master Data Center and Materials Management - Operating & Travel - \$40,000
  - Payroll and Tax Compliance Office - Operating & Travel - \$45,000
  - Financial Services – 2 student co-op positions - \$30,000, 9 staff positions - \$465,000
  - EHSRM - \$28,000 maintenance fee
  - Budget - \$20,000 one-time for training and consulting regarding federal cost accounting standards compliance
  - Treasurer - \$60,000 for salary and \$5,000 for renovation of office space
- 2014-2017
- FSS Planning – Hire a firm for next Campus Master Plan Update - \$750,000 - \$1,000,000
  - Facilities:
    - \$3,973,253 million to support new staffing requirements, growth in operations, and maintenance budgets associated with the construction of new facilities, student enrollment growth, enhanced research support requirements in terms of reliability and redundancy, offset the lack of previous growth in resource requirements, planned changes in the utilization of existing buildings (Fri/Sat classes), commissioning of LEED certified buildings, the ability to maintain acceptable levels of custodial services, and the need to preserve/recapitalize the aging infrastructure and physical plant.

- Staffing Facilities:  $(4\text{FTE} \times \$38000/\text{FTE} \times 5\text{yrs}) = \$760,000$
  - M&O Facilities:  $(\$1.00/\text{GSF} \times (8268) \times 5) + (\$1.0/\text{GSF} \times 71300 \times 4) + (1.00 \times 110000 \times 1) = \$463,540$  (unit price adjusted for new construction)
  - Staffing Utilities:  $(4\text{FTE} \times \$37500/\text{FTE} \times 4\text{yrs}) = \$600,000$
  - M&O Utilities (chemicals and maintenance of chill plant and equipment):  $(36000 + 80000) \times 5 = \$580,000$
  - Staffing Facilities (Fri/Sat classes):  $(2\text{FTE} \times \$30000/\text{FTE} \times 5\text{yrs}) = \$300,000$
  - Custodial M&O:  $(\$0.95/\text{GSF} \times 8268\text{GSF} \times 5) + (\$0.95/\text{GSF} \times 180000\text{GSF} \times 5) + (0.95 \times 71300 \times 4) + (0.95 \times 110000 \times 1) = \$1,269,713$
- \$1,765,686 to cover increased purchased utilities costs.  $(\$3.63/\text{GSF} \times (9975 + 8268) \times 5) + (\$3.63/\text{GSF} \times 71300\text{GSF} \times 4) + (3.63 \times 110000 \times 1)$
- \$8.0 million to support replacement and modernization with energy efficient equipment and building components that will contribute to a 5% annual reduction of power consumption.
- One-time costs, \$145,000, for 4 additional vehicles and tools and equipment for new Facilities FTE
- One-time costs, \$85,000, for 2 additional vehicles and tools and equipment for new Utilities FTE
- Human Resources - \$82,000 for Training Specialist II and Training Specialist I, \$10,000 for M&O, \$65,000 for Employee Assistance Program, \$8,000 to increase current .75 FTE to 1.0 FTE for records management, \$26,000 for Administrative Assistant II (Work Life), \$45,000 for temporary Services Coordinator, \$26,000 for Administrative Assistant II (Temp Services), \$36,000 for Human Resources Representative (Research Operations Support), \$36,000 for Human Resources Representative (Round Rock Campus Support), and \$36,000 for Communications Specialist (Human Resources Communication Support)
- Financial Services – 5 student co-op positions - \$75,000, 5 staff positions - \$225,000
- EHSRM - \$12,000 maintenance fee (\$3,000 annually)
- EHSRM - \$110,000 to maintain the current storm water systems (e.g., retention ponds, outfalls, drainage, etc...)
- Budget - \$100,000 one-time to implement strategic financial planning model, \$500,000 one-time to use Business Objects software to improve Budget Development and PBF system
- Treasurer - \$50,000 for salary and \$5,000 for renovation of office space

State the facilities (e.g. offices, work space) that will be required for anticipated growth and new initiatives.

- FSS Planning – the Psychology Renovation will provide office space for Transportation Services freeing up space in the VPFSS suite for the Administrative Assistant position.
- Facilities – a Utilities Operation maintenance shop (included in the CIP for \$4M), a Facilities Maintenance Shop (included in the CMP Update), space for Custodial Operations in the new buildings
- Human Resources – office space for 9 staff positions
- Financial Services – office space for 15 staff positions, a conference room
- EHSRM – office space for 3 staff positions
- Auxiliary Services – new dining facility to replace Jones Diner
- Treasurer – office space for 2 positions

## II. Process



Describe, in a brief paragraph, the process used to develop your plan, including the nature and extent of staff involvement.

Individual units (e.g., Accounting, Payroll, Custodial Services, Bookstore, etc...) under the Business Services Council (BSC) managers were asked to develop their unit plans working with their staff in their units. Those plans were forwarded to the BSC managers. Meetings and retreats were held BSC and their direct reports where discussions were held regarding the top strategic priorities for their areas. These discussions resulted in aggregated area plans (e.g., Auxiliary Services; Budget, Financial Planning and Analysis; Environmental Health, Safety and Risk Management; Facilities; Financial Services; FSS Planning, Space Management and Real Estate with Transportation Services; Human Resources; and Treasurer/Student Business Services) that were then forwarded to the Vice President for Finance and Support Services (VPFSS). The strategic priorities and needed resource requirements for the 2012-2017 planning period were reviewed by the VPFSS who selected the priorities to lift up in a division plan.

