COMPREHENSIVE PEER REVIEW

Vice President For
Finance & Support Services Office
Self-Study

Southwest Texas State University
May 1998 – March 1999
# TABLE OF CONTENTS

I. Introduction 3

II. History of the VPFSS Office 4

III. Findings and Recommendations Made During Previous Reviews 8

IV. Description of the VPFSS Office 17

V. Programs and Services 22
   a) Communication of information and financial status 25
   b) Recognition of division employees 31
   c) Compiling of information into reports 34
   d) Coordination of division priorities 37
   e) Custody and disbursement of funds 40
   f) Authorization of financial commitments 43
   g) Space management and related facilities issues 45

VI. VPFSS Office Resources 49
   a) Staffing Summary 49
   b) Space Availability 55
   c) Equipment 55
   d) Budget 55

VII. Assessment Activities 58

VIII. Staff Development, Research and Creative Activity 61

IX. Outreach: University and Community Service 75

X. Findings and Recommendations 77

XI. Appendices 81
INTRODUCTION

THE COMPREHENSIVE PEER REVIEW

Every five years, departments in the SWT Finance and Support Services (FSS) Division are to conduct a Comprehensive Peer Review (CPR). The CPR involves a thorough self-study conducted by the department followed by a site visitation and review conducted by an independent Peer Review Team. The purpose of the CPR is to provide a systematic evaluation process to help the department assess and improve the quality and effectiveness of its services and activities and to make directional changes to meet the challenging needs of students and others in the university community.

In May 1998, the Office of the Vice President for Finance and Support Services (VPFSS) began the CPR process. The report was divided into sections and assignments for the writing of the report were distributed to the staff in the office. The Office of the VPFSS intends to serve as a model for other departments in the FSS division.

The self-study provides comprehensive information, both past and present, about the services and activities of the office, administrative operations, policies and procedures, staffing, budget, and other resources that can be used to examine and evaluate the quality and effectiveness of the Office’s services and activities.

This self-study has been written to assist an independent Peer Review Team in gaining a clear and comprehensive picture of the operations of the Office of the Vice President for Finance and Support Services. The report is limited to the Office of the VPFSS and only addresses the division organization in a limited manner.

In addition, this report will serve as a tool to assist the Office, the Division of Finance and Support Services, and the University to:

- Examine and evaluate the strengths and weaknesses of the VPFSS Office;
- Examine, evaluate, and maximize the quality and effectiveness of the services and activities provided to the SWT community and ensure they are in accord with the mission and goals of the Finance and Support Services Division and the University;
- Identify future directions, needs, and priorities for the VPFSS Office and FSS Division with regard to the office services and activities; and
- Assist in continuous quality improvement and on-going planning.
HISTORY OF THE VPFSS OFFICE

Over the past twenty years there have been subtle but significant changes in the functions, operations and philosophy of the office of the university's chief financial officer. The change in the name of the division and vice president's title and office are indicative of a shift in management philosophy and culture throughout the university.

In the late 1970s, the office of the Vice President for Finance and Management (VPFM) embodied the then current administrative philosophy of the institution. The philosophy, which may have been what the university needed at the time, was one of severe internal control. The VPFM, along with other Vice Presidents, was charged by the President to develop an extremely detailed system of Operating Letters (OLs) to cover every facet of university operations. The system concentrated on multiple layers of written approval and detailed instructions on all matters including one as to which side of one's desk the trash can was to be placed. The philosophical emphasis was clearly on the "management" of the financial and administrative functions of the university.

The Vice President for Finance and Management in 1979, Dr. Eugene Payne, was responsible to the President for the following major areas: financial management, budgeting and grants administration; institutional planning and analysis; operation and maintenance of the physical plant; coordination of new construction and campus planning; operation of various auxiliary enterprises; personnel and human resources; computing services; preparation of annual operating budgets and biennial legislative appropriations requests. To carry out these responsibilities the division was organized into the following six major areas: Business Office (i.e., Accounting, Budget, etc.), Physical Plant, Planning and Analysis, Computing Services, Campus Facilities and Personnel.

The organizational plan provided for critical decisions within the Division to be acted upon by the chief fiscal officer after review and recommendations by the Business Management Council (BMC.) Directors of the six major areas and the VPFM composed Business Management Council.

By 1983, SWT had a new President and a new Vice President for Finance and Management (VPFM), Mr. Theodore (Ted) Marek. Mr. Marek was a long-time employee of SWT serving as Director of Accounting and later as the University Comptroller. The staff in the Office of the Vice President included such titles as Deputy Vice President for Finance and Management, Associate Vice President/Director of the Fiscal Office, Budget Analyst as well as an Administrative Assistant and Administrative Secretary. The Deputy Vice President was the university's chief planning officer.

By 1988, the Deputy VPFM and the planning function had moved to a new division. The Deputy VP became the university's Executive Vice President in charge of a new division that included the planning and analysis function. Staff in the VPFM Office included the titles of Associate Vice President for Budget and Auxiliary Services,
Assistant Vice President for Finance and Management, Executive Assistant, Administrative Secretary and Staff Secretary.

The office oversaw the same divisional activities described in 1979 except that Financial Aid had been added to the division by 1988. In 1989, the Assistant Vice President for Finance and Management left SWT and the position was eliminated. However, the Executive Assistant was promoted to Assistant to the Vice President, the Administrative Secretary was promoted to Executive Assistant and the Staff Secretary was promoted to Administrative Secretary. The Staff Secretary position was left vacant. In addition, the Comptroller was named a member of BMC. Organizational statements still called for critical decisions to be acted upon by the chief fiscal officer after the review and advice of BMC. This body consisted of the Vice President, Associate Vice President for Budget and Auxiliary Services, Comptroller, Director of Campus Construction, Director of Physical Plant, Director of Computing Services and the Assistant to the Vice President.

In 1991, Financial Aid moved to the Student Affairs division. Due to the sudden and unexpected death of the Associate Vice President, the position remained unfilled for almost nine months while a national search was conducted. In August, 1991, the position’s title was changed to Associate Vice President for Finance and Management, and Mr. William (Bill) Nance was hired to fill that position. Budget, Personnel, Auxiliary Services and Grants Accounting continued to report directly to the Associate Vice President.

In 1993, Mr. Marek retired and Mr. Nance was promoted to Vice President. The names of the division and Mr. Nance’s title were changed to Finance and Support Services. Mr. Nance believed that the division’s purpose was to “support” the university’s teaching and learning processes by providing high-quality client-oriented services. To reflect this belief the division’s mission was rewritten to read: “The Division of Finance and Support Services is dedicated to providing outstanding customer service while maintaining the fiscal integrity of the University.” In addition, a “Statement of Philosophy” was adopted by the division and shared with all FSS employees (Appendix A).

Also in 1993, Computing Services was moved to the Executive Vice President’s division. In an effort to flatten the organization and bring a greater number and variety of viewpoints into the decision making process the Associate Vice President position was eliminated and the Directors of Budget, Personnel and Auxiliary Services became members of the newly renamed Business Services Council (BSC). The Executive Assistant to the Vice President also became an official member of BSC. With the elimination of the Associate Vice President position, the Systems Analyst for Budget, Payroll, and Personnel became a member of the Vice President for Finance and Support Services (VPFSS) office staff. The Business Services Council’s function evolved into the development of long-range goals, policy and procedures to ensure the division meets its mission of providing “outstanding customer service while maintaining the fiscal integrity of the University.”
In 1994, the VPFSS became the University’s official liaison with the contractor managing the newly acquired Aquarena Springs property. The VPFSS Office became the recipient of monthly operating reports from the Contractor and was made responsible for keeping the President, Texas State University System Office (TSUS) and TSUS Board of Regents informed of its status.

In 1996, Telephone Services and Mail Services from the Comptroller’s area and the Print Shop, Duplicating, Central Supply and Transportation Services from Auxiliary Services were merged to form Business Services. The new position of Director of Business Services also became a member of BSC. The previous Budget Director took over the Business Services area and the Internal Auditor became the Director of Budget. This reorganization was necessary for two reasons. The contractor managing Aquarena had been fired and SWT had taken over the direct operation of the property in fall 1995. The Director of Auxiliary Services had assumed responsibility for the Inn and restaurant (Peppers), and needed to be able to devote time to those operations. Also, the state’s new Public Funds Investment Act, passed by the Legislature in 1995, placed additional oversight and reporting responsibilities on the university. The Comptroller was assigned these new responsibilities and needed to devote more time to them.

In 1998, the Assistant to the Vice President was promoted to Assistant Vice President for Finance and Support Services Planning. The Assistant VP assumed responsibility from Physical Plant personnel for maintaining SWT’s Facilities Inventory and was charged with developing a space allocation model for SWT. In addition the Assistant VP will continue coordinating planning and assessment for the office and division as well as other duties previously assigned.

In 1999, SWT is again reorganizing. Telephone Services will report to the newly created Vice President for Information Technology position. Within Finance and Support Services, two key retirements are occurring. These retirements have initiated a review of the FSS division organization chart. Reorganization will be accomplished in the spring of 1999 as retirements occur and the positions are filled.

Currently the Business Services Council consists of the Vice President, Assistant Vice President for FSS Planning, Executive Assistant, Comptroller, Director of Auxiliary Services, Director of Budget, Director of Business Services, Director of Campus Construction, Director of Personnel and Director of Physical Plant. In addition, the Director of Internal Audit began regularly attending BSC in 1998 (however, the Director continues to serve as a direct report to the President). Appendix C is a copy of the latest organizational chart. The reorganization will result in the creation of a new Assistant Vice President for Facilities position. Both the Physical Plant and the Office of Campus Construction will report to this individual. The Office of Risk Management will report to the Director of Business Services, however, the safety function will remain in
the Physical Plant. The Office of Risk Management will assume responsibilities associated with insurance from the Comptroller. A new Assistant Vice President for Financial Services/Treasurer position will also be created. All offices currently reporting to the Comptroller will report to this individual.
FINDINGS AND RECOMMENDATIONS MADE DURING PREVIOUS REVIEWS

A review of the findings of past evaluative processes and the Vice President for Finance and Support Services response to them will serve as a useful beginning point for this Comprehensive Program Review.

During the 1988-89 academic year, SWT conducted an institutional self-study in preparation for an accreditation review and site visit by a Reaffirmation Team from the Southern Association of Colleges and Schools (SACS). During the 1998-99 academic year, SWT conducted another institutional self-study in preparation for an accreditation review and site visit by a Reaffirmation Team from SACS. However, the site team is not scheduled to visit SWT until April 1999, therefore, no findings or recommendations for this review are included in this report. The following addresses the findings and recommendations made during the 1988-89 SACS review that fall under the direct responsibility of the Vice President for Finance and Support Services.

1988-89 SACS REVIEW

Following its review of the SWT Self-Study and visit to the campus, the SACS Team made the following recommendations in its report:

RECOMMENDATION

UNIVERSITY BUILDINGS:

“While 93 buildings (84%) are in satisfactory condition, eleven (10%) need substantial and seven (6%) extensive renovation.”

<table>
<thead>
<tr>
<th>Substantial</th>
<th>Extensive</th>
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<tbody>
<tr>
<td>Art Building</td>
<td>Flowers Hall</td>
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<tr>
<td>JC Kellam</td>
<td>Health Center 1</td>
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<tr>
<td>Laurel Hall</td>
<td>Health Center 2</td>
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<tr>
<td>Medina Hall</td>
<td>San Marcos Hall</td>
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<tr>
<td>Riverside Apartments A-F</td>
<td>Science Building</td>
</tr>
<tr>
<td>Speech &amp; Drama Building</td>
<td>Summit Oaks</td>
</tr>
<tr>
<td></td>
<td>West Gym</td>
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SWT ACTIONS:

For those buildings listed as needing substantial renovation, the following actions were taken:
• Art Building modifications completed in 1989. In addition the Art Department is currently involved in the programming for the construction of the Art/Technology/Physics Complex to be constructed in 1999.
• Laurel Hall Asbestos Abatement and rehab completed 1989.
• Speech & Drama Building re-roofing rehab completed 1993. Minor renovation was completed in 1998 when the Speech Communication Department relocated to Centennial Hall.
• Medina Hall is still being used and had Air Conditioning repaired - targeted for demolition May 1999.
• Riverside Apartments A-F – Some of the apartments are being used by Athletics (3-4). Others are still in need of repair.

For those buildings listed as needing extensive renovation, the follow actions were taken:

• Summit Oaks demolished 1986.
• San Marcos Hall demolished 1991.
• West Gym demolished 1992.
• Health Science I and Health Science II demolished upon completion of a new Health Science Center/Student Health Center in 1992.
• Flowers Hall renovation completed rehab 1994.
• Science Building (Centennial Hall) renovation completed rehab 1998.

RECOMMENDATION

SPACE MANAGEMENT – ALLOCATION STANDARDS:

• In general: the standard for spaces by category (Education and general, classrooms and laboratories) are derived from the Coordinating Board’s planning standards. According to the latest data available from the Coordinating Board (fall, 1986) the university falls below these standards in two of the three categories. For E&G space, the standard is 100.0 square feet per full-time equivalent; comparable institutions provide 112.0 square feet compared with the university’s 70.2 square feet. For classrooms the standard is 10.9 square feet; comparable schools have 17.0 square feet, while the university has 10.6 square feet. For class laboratories, the standard is 12.8 square feet; comparable institutions have 16.3 square feet, while the university has 15.1
• In spite of the figures, another Coordinating Board standard suggests that the university under-utilizes some of the limited space it does have. Five days a week, the standard for adequate use of classroom is 54 percent and of laboratories 36 percent, based on 8:00 a.m. to 10:00 a.m. schedule. By this formula, university classrooms were occupied 35 percent and laboratories 30 percent of the time.
• If the construction identified in the 1990 Campus Master Plan to be completed by 1995, the university space will still fall short of the Coordinating Board standard.
**SWT Actions:**

Prior to 1998, Physical Plant staff and the Facilities Committee monitored classroom and lab utilization. Utilization reports were prepared for each fall semester and shared with the President, vice presidents, deans, and members of the Facilities Committee. The Assistant to the Vice President was responsible for analyzing the data, working with the Classroom/Lab Utilization Study Group, and submitting recommendations to the Vice President for Academic Affairs regarding utilization.

Since fall 1994, classroom utilization has gone from an 85.18% utilization rate to a 97.17% utilization rate in fall 1998. SWT ranked first in the state for classroom utilization in fall 1997 from fifth for fall 1996. The Texas Higher Education Coordinating Board sets the utilization standard at 38 hours per week for classrooms with SWT at 37.9 hours (fall 1997).

Since fall 1994, lab utilization has gone from a 71.00% utilization to 82.80% utilization rate in fall 1998. SWT ranked sixth in the state for lab utilization in fall 1997 as opposed to fifth for fall 1996. The Texas Higher Education Coordinating Board sets the utilization standard at 25.0 hours per week for labs with SWT at 20.7 hours (fall 1997).

The Issues Sub-Committee, chaired by the Assistant Vice President for Finance and Support Services Planning (AVPFSSP) continues to closely monitor utilization and provide recommendations to the Vice President for Academic Affairs for achieving utilization rates above the Coordinating Board standards. Fall 1998 data has been compiled and distributed on campus, however, the Coordinating Board has not notified the universities of the rankings.

In September 1998 the Vice President for Finance and Support Services promoted the Assistant to the Vice President to Assistant Vice President for Finance and Support Services Planning (AVPFSSP). The AVPFSSP was assigned to serve as chair of the Facilities Committee, assumed responsibilities for the university’s building and room inventory, and was charged with developing a space allocation model to be recommended for SWT.
In April 1996, the Office of the State Auditor completed an Audit Report on Management Controls at Southwest Texas State University. The Audit Report directs findings and recommendations to policies and procedures inside/outside the immediate control of the office for the Vice President of Finance and Support Services. For the purposes of this report, only those findings that are in direct control or that require major involvement of staff from this office are addressed.

1996 STATE AUDITOR MANAGEMENT CONTROLS AUDIT

Following its review, the Office of the State Auditor (SAO) found that Southwest Texas State University's management control systems were deficient in design and/or implementation. The section of the Audit Report that is of primary concern for the office of VPFSS is under section 1: Decision-Making.

"The University Has Not Effectively Used Information to Support Key Decisions and Control Operations in Auxiliary Enterprise Activities."

STATE AUDITOR FINDING:

Appropriate Cost Benefit or Needs Analysis Was Not Performed To Support Some Major Auxiliary Enterprise Acquisitions.

RECOMMENDATIONS:

We recommend that the University adopt the following additional controls to improve the acquisition process.

- A needs analysis and/or cost benefit analysis should be performed prior to major acquisitions. Further, all acquisitions should be reviewed to determine their alignment with the University’s mission and strategic planning goals, objectives, and strategies.

- The University should prepare independent business plans that include projections for revenues and expenditures to support all major acquisitions. If the services of an outside entity are used to prepare business plans, the basis for all assumptions relating to marketing, cash flow, capital improvement needs, purchase price, and long-term liabilities should be closely scrutinized. Outside entities should be required to explain discrepancies in their reports to ensure these reports are reliable.

- Multiple scenarios should be considered in all business plans for sale prices, sale volume, market strength, mix of products and/or services, and other relevant factors impacting revenue and expense.
**SWT Actions:**

1. SWT will adopt a policy on major acquisitions.

Since no major auxiliary enterprise acquisitions were being contemplated, time was allowed to draft a new policy and procedure statement for any future acquisitions. The draft policy and procedure was made available to all of the vice presidents for their review. The policy and procedure statement (UPPS No. 08.04.01, Real Property Acquisitions) was received by all vice presidents and forwarded to the President for approval.

Internally the President will assure that the acquisition policy is adhered to and that the outlined processes are used for any future auxiliary enterprise acquisitions prior to recommending major purchases to the Board of Regents (BOR). The President will review with the Board of Regents the proposed acquisition and the analyses, appraisals, business plans, and due diligence studies for each potential acquisition. The Board of Regents will also review with the President the cost/benefit analysis as well as any reports from external consultants for each potential major acquisition.

**STATE AUDITOR FINDING:**

The University did not sufficiently monitor operations, or take action on available information, to limit losses at Aquarena Springs properties.

**RECOMMENDATIONS:**

We recommend the University perform the following procedures to ensure that Aquarena Springs does not continue to be a financial liability:

- Aquarena Springs should continue to be closely monitored.
- Month-to-month budgets should continue to be produced, and variances should be monitored by line item.
- Variables such as cost of goods sold, attendance, prices, and overhead should be continually reviewed.

**SWT ACTIONS:**

1. SWT will closely monitor operations of the Aquarena Center properties. Month-to-month financial reports, including sales volumes, cost of goods sold and any overhead expenses involved, will be produced; and variances of 10%, as compared to budget will be identified and addressed by the VPFSS with the various account managers.
2. Individual account managers for the four Aquarena Center properties will be held highly accountable for their financial performance.

A month prior to the audit, the theme park operation at Aquarena Center was terminated to reduce losses that had occurred. To provide better management for the properties, Aquarena was divided into three areas of reporting. The former theme park area is controlled by Continuing Education. The golf course is operated by Recreational Sports. The Inn and restaurant operation (Peppers) is operated and coordinated by the Auxiliary Services Department. Peppers Restaurant has since closed and the building is currently leased and operated by Landry’s under the name of Joe’s Crab Shack.

Monthly income and expenditure reports are prepared by each of the departments and reviewed monthly by the VPFSS and President with special attention being paid to variances from budgeted amounts. Semi-annual and annual reports consolidating the reports are prepared by the Assistant Vice President for Finance and Support Services Planning and are reviewed by the VPFSS and the President. The President presents a financial report on operations at Aquarena Center to the Board of Regents, in a format prescribed by the Board, two times a year. The report and any additional reports needed are provided to the Texas State University System Office for review in advance of the Board meeting. Year-end reports are also reconciled with the University’s Accounting records.

The university once again drafted a policy and procedure statement (FSS/PPS No. 03.02.02, Development of Budgets for Aquarena Center, Historic Inn, Peppers at the Falls & Golf Course), which was approved by the vice presidents and forwarded to the President regarding the operations at Aquarena Center.

STATE AUDITOR FINDING:

Some auxiliary enterprise projections may not accurately capture all revenue and expenditure items.

RECOMMENDATIONS:

We recommend the following additional controls to improve the accuracy and monitoring of budgets during the budget execution cycle:

- Prior years’ data, as well as conservative market sales projections, should be used to derive revenue projections for auxiliary enterprise activities. When prior years’ data comes from outside sources, some level of due diligence procedures should be performed to ensure that the data is accurate and the level of revenue can be repeated.

- In all cases, participation and input from personnel most closely associated with auxiliary enterprise activities should be sought in budget development.
This input should then be carefully scrutinized to ensure that it is balanced and does not reflect desires to enhance program activity, rather than absolute need.

- The University should develop budgets based on the most accurate available information. Information used by the Accounting and Auxiliary Services departments should be reconciled to ensure accuracy.

- Budgeted expenditure amounts should reflect expected and necessary expenditures rather than being tied to the income a particular auxiliary enterprise activity is projected to generate. This will eliminate “overspent” budgets that have to be funded from other resources at year end.

- Once realistic budgets are developed, the individuals responsible for administering those budgets should be held highly accountable for staying within budget. Variances of more than ten percent, either over or under projected amounts, should be closely questioned. If variances persist for several years, the individuals responsible for administrating the budget should be changed.

- The University should prepare a consolidated budget report for all Auxiliary Enterprises Operations. Management can use this budget to determine which programs consistently exceed or fail to meet budgets. It can also be used as a tool to compare programs to one another.

**SWT Actions:**

1. SWT will analyze problems described by the SAO and identify all actions to avoid problems in the future.

2. Auxiliary enterprise projections will include all revenue itemized by source and expenditure items including capital improvements needed to insure satisfactory enterprise performance.

3. Prior years’ data, as well as conservative market sales projections, will be used to derive revenue projections for auxiliary enterprise activities.

4. All information used to derive revenue projections will be reconciled between departments responsible for the information prior to its use.

5. All auxiliary enterprise projections reported to the BOR will reflect sources of all funds used in projections.

6. Participation and input from personnel most closely associated with auxiliary enterprise activities will be sought in budget development regarding the absolute needs of the program.
7. **SWT will develop budgets based on the most accurate available information.**

8. **Budgeted expenditure amounts will reflect expected and necessary expenditures.**

9. **Individuals responsible for administering budgets will be held accountable for staying within budget, with variances of more than 10% closely questioned. If variances persist, the individual responsible will be replaced as account manager.**

The personnel most closely associated with the former theme park properties developed the budgets for the remainder of fiscal year 1996 after the theme park operations ceased on March 1, 1996. The personnel then most closely associated with all auxiliary enterprise operations developed fiscal year 1997, 1998, and 1999 budgets, using historical data and conservative projections. The university policy on budget administration was strengthened and now reflects tighter budget controls that were adopted by the vice presidents.

The VPFSS reviews each account with the President monthly, identifying any account with variances exceeding 10%. The account manager for any such account must explain the reason for the variance and the action to be taken to correct the variance.

The VPFSS is to prepare a consolidated annual report for all auxiliary enterprise operations for review by the President and the Finance Committee of the Board of Regents, giving support for any significant variance from projections and the action taken to correct the variance.

**STATE AUDITOR FINDING:**

A questionable moving expenditure reimbursement was made.

**RECOMMENDATIONS:**

We recommend that the University adopt the following controls to ensure equitable and consistent application of the moving expense reimbursement policy.

- The University should adopt a formal policy on when it is appropriate to reimburse employees for moving expenses.

- The Budget Department should enhance controls over the request for budget change approval process to ensure that transfers from non-salary to salary budget groups are not approved without a signature from an appropriate Vice President.
**SWT Actions:**

1. The Director of Budget will review and report to the VPFSS the amount of funds used to reimburse moving expenses in each of the last five years.

2. The University will amend current procedures or adopt a university policy for the appropriate payment of moving expenses for existing and new employees.

3. The Budget Office will ensure the signature of the appropriate vice president appears on the budget change request form.

4. The Department of Athletics will reimburse the university account from its gift funds for the moving expenses paid to the head football coach.

As of October 7, 1996 the Budget Office has modified its process to ensure that the appropriate vice presidential signature is on the budget change request form. Departmental accounts used to pay the moving expense identified by this finding have been reimbursed from a gift account. The university has also amended university travel policy/procedures on reimbursement of moving expenses as reflected in the Travel Manual.

To internally monitor the policy/procedure, the Director of Budgeting will submit to the VPFSS an annual report of moving expenses reimbursed and the Office of Internal Audit will periodically verify that the institutional policy on reimbursement of moving expenses is being followed.

To further ensure compliance, a copy of the institutional policy on reimbursement of moving expenses has been submitted to the Texas State University System Director of Finance. Internal Audit reports looking at the reimbursement of moving expenses will be submitted to the System’s Director of Audits and Analysis for review.
DESCRIPTION OF THE VPFSS OFFICE

The Vice President for Finance and Support Services (VPFSS), chief financial officer of the University, is directly responsible to the President. The VPFSS is specifically charged with providing leadership and managing the business and financial affairs of the institution. William (Bill) Nance is the Vice President for Finance and Support Services. Support staff in the office are Nancy Nusbaum, Assistant Vice President for Finance and Support Services Planning; Sam Paul, Systems Analyst II; Jan Smith, Executive Assistant, and Darlyne Lowman, Senior Administrative Assistant. Plans to hire a Planning Analyst are underway. Student workers are also hired to assist the support staff with their job responsibilities.

More than 480 skilled technical, service, supervisory, and management staff members work in the eight units that comprise the division: the Office of the VPFSS, Auxiliary Services, the Budget Office, Business Services, Campus Construction, the Comptroller's Office, the Personnel Office, and the Physical Plant.

The Auxiliary Services Office manages various business operations of the University, including the Bookstore, ID Services, the shuttle bus system, food service, vending, refrigerator rental, operation of The Inn at Aquarena Center, real estate development, and linen service. The Office also helps to establish rates for residence halls, food service and parking.

The Budget Office gathers information about personnel salaries, wages, travel, operations, capital, etc., and with the approval of the President's Cabinet, compiles a detailed budget document to provide financial guidance to the various departments and other operating entities. This document implements the plan for the use of available financial resources for each fiscal year. The office also provides training and advisement services to ensure adequate control of salaries and other expenditures. The Budget Office also compiles the university's request to the Legislature for Appropriations (Legislative Appropriation Request--LAR) which includes information about revenues, expenditures and plans for the future. This office supplies financial management reports, projections and analyses on a regular basis.

The Business Services Office manages various University support operations that include Central Supply, University Press, Duplicating Services, Mail Services, and Telephone Communications (until 1999), as well as assuming responsibility for the transportation services of the University. Their mission is to efficiently and effectively manage the SWT service departments so campus departments have access to high quality and reasonably priced office supplies, duplicating, postal, printing, and transportation. One of the goals of the Business Services area is to combine the Print Shop, Duplicating, and Central Supply in one location to improve access between these departments and all areas on
The Office of Risk Management will begin reporting to the Director of Business Services upon hire of the Assistant Vice President for Facilities.

Campus Construction is responsible for coordinating most construction efforts greater than $100,000. The office provides professional and technical support to the building users, computing services, telephone services, office of disabled student services, physical plant, and the System office on all four phases of construction: programming, design, bid and construction. The office serves as contract administrator along with the architect and engineering firms reviewing technical details with change orders, monthly pay estimates, plan and specification review, and provides daily on-site inspection. The office processes all contract bid and security requirements.

The Comptroller works with financial advisors and financial institutions on investing University funds, and supervises accounting, purchasing, materials management, and grants accounting. Accounting receipts, disburses and provides financial reports on all funds for the university under state and federal regulations as well as other outside agencies. Accounting also creates transaction records and produces the annual financial report of operations. The Payroll Office processes all student faculty and staff paychecks. Purchasing is responsible for ensuring that all university purchases of goods and services comply with all applicable university requirements and, state and federal laws. Materials Management is accountable for the inventory control of all items of equipment and furniture throughout the campus. Merchandise ordered by the university is tagged and delivered by Central Receiving. Grants Accounting provides technical support to faculty who are conducting research and special projects under the provisions of written grants to, and contracts between SWT and specific funding agencies.

The Personnel Office provides various human resources support to the University. The Compensation and Classification area collects salary survey data, maintains the pay plan, approves new job titles and reclassifications, maintains job descriptions, administers FLSA requirements, manages the employee performance appraisal program, and processes employee appointment and other personnel action forms. In the area of Employment, the Personnel Office provides assistance to employment applicants, generates job applicant logs, creates job postings, maintains a job information line, publishes and distributes personnel bulletins, and places job vacancy recruitment ads with newspapers, journals and other related publications. Additionally, the office provides responses to inquiries about Employee Relations and personnel policies and assists employees with grievances and complaints. The area of Employee Benefits administers employee retirement programs, group insurance, TexFlex, Deferred Compensation, COBRA, Vacation/Sick and other leave programs.

Physical Plant is charged with providing a quality educational setting which is attractive, convenient, safe and academically stimulating. To this end, the
Physical Plant schedules systematic maintenance, to ensure efficient utilization of manpower and funds in the operation and maintenance of buildings, facilities and grounds; and maintains a safe and healthy environment in which to work and study. Custodial Services provide service for approximately 2.3 million square feet of educational and general buildings and 21 residence halls. Grounds Maintenance maintains the 423-acre main campus, including all athletic and intramural facilities, and is responsible for recycling. SWT also operates a cogeneration plant capable of producing six megawatts of electricity. Energy management is a major part of this effort, with Physical Plant controlling all facility environments through a central computer.

Each of these major areas reports directly to the vice president. In addition the staff in the Office of the VPFSS have specific job responsibilities. These include: preparation of the quarterly report to the Board of Regents, coordination of the development and implementation of strategic plans within the division, coordination of the development of the Campus Master Plan, and supervision of the preparation of facility-related materials for the Texas Higher Education Coordinating Board. They also supervise the preparation of the annual budget and legislative appropriations request, supervise the development of operating systems for business affairs functions, oversee divisional assessment activities, and coordinate automated projects within the division.

Vice Presidents have the direct responsibility for the coordination of the work of all committees on campus. Committees under the direct responsibility of the VPFSS are:

- **Business Services Council** – recommends to the Vice President for Finance and Support Services long-range goals, policy, and procedures to ensure the division provides outstanding customer service while maintaining the fiscal integrity of the University. Chaired by VPFSS.

- **Electronic ID Card Team** – studies the identification card system and determines the needs of users. Identifies and makes recommendations to the Vice President for Finance and Support Services. Chaired by Director of Auxiliary Services.

- **Extended Business Services Council** – provides to the VPFSS in discussion format, information, opinions and advice on issues impacting the achievement of the mission of the division. Chaired by VPFSS.

- **Food Service Committee** – evaluates contractor compliance, suggests overall program direction, reviews general issues in the area of renovation of facilities, coordinates the food service program with other university programs, and advises the VPFSS on these issues. Chaired by Director of Auxiliary Services.

- **FSS Assessment Council** – responsible for monitoring assessment in the division, compiling semester reports of assessment activities in the division, and assisting FSS departments with assessment where feasible. Chaired by the Assistant Vice President for Finance & Support Services Planning (AVPFSSP).
FSS Newsletter Team – develops the Finance and Support Services Newsletter, which is a personal communication tool for the purpose of developing a sense of family in the division. Chaired by the Executive Assistant, VPFSS Office.

FSS Planning Council – oversees the development of the Finance and Support Services Strategic Plan. Monitors each phase of the planning cycle; prepares and reviews financial data and planning; attends division retreats/training sessions; and recommends to the VPFSS, modification to the plan between major planning cycles. Chaired by VPFSS.

FSS Priority Committee – resolves priority conflicts that cannot be resolved at subcommittee level and makes recommendations to the VPFSS in regard to commitment of resources for automation needs. Chaired by VPFSS.

FSS Priority Sub-Committee – recommends appropriate automation needs and prioritizes the commitment of limited resources. Chaired by AVPFSSP.

FSS Team Recognition Committee – reviews nominations and selects the FSS Team for recognition of their performance as a team on a quarterly basis. Chaired by AVPFSSP.

Grievance Committee – considers grievances on allegations regarding the improper application or interpretation of applicable laws or policies that directly affect the grieving employee, and makes recommendations to the division vice president of the grieving employee. Chaired by elected staff member.

Residence Hall Renovation Committee – reviews and recommends to the VPFSS and the Vice President for Student Affairs, the residence hall renovation and rehab projects each year. Chaired by Director of Auxiliary Services.

Safety Committee – recommends and coordinates safety programs for faculty, staff, and students concerning safety procedures on the job, building safety, and use of hazardous equipment. Chaired by Director of Risk Management and Safety.

Staff Employee Recognition Committee – reviews nominations, verifies eligibility and work performance, and recommends to the President the selection of the monthly and annual recipient of the employee recognition award. Also, reviews nominations and selects the quarterly recipient of the SWT Team Recognition Award. Chaired by AVPFSSP.

There are other councils and committees under the direction of the President or the University Council. The Vice President serves on the following:
Presidential Councils – President’s Cabinet (member), City/SWT Liaison Council (member), Executive Planning Council (member), President’s Council for Women in Higher Education (co-chair), and University Council (ex officio member).

Presidential Committees – Aquarena Center Coordinating Committee (co-chair), and the Regental Planning Committee (member).

The Assistant Vice President serves on the following:

Presidential Councils - Institutional Effectiveness Team (member), SWT Quality Team (member), and University Assessment Advisory Council (member).

Presidential Committees – Aquarena Center Coordinating Committee (ex officio)

University Council Committees – Facilities Committee (chair)
PROGRAMES AND SERVICES

On November 24, 1997, the office staff met to discuss the development of an office strategic plan for the period FY 1999-2004. The Assistant VP created a planning packet to guide the planning process. Exercises were designed to achieve the institutional required planning sections and a survey modeled after the Baldrige Quality Award Self-Assessment Exercise. Results from the November 24, 1997 session were compiled and distributed to the staff to review for modification and identification of goals and strategies. Appendix D includes a copy of the VPFSS Office Strategic Plan for FY 1999-2004 and the Strategic Planning Retreat Packet.

The office staff met again on February 4, 1998 to develop goal statements, performance indicators, and strategies, and to identify assessment tools, budget needs, and timelines for the office. Staff were asked to focus on the opportunities and strengths identified from completing the “Continuous Improvement Rapid Assessment Exercise”. The VPFSS Office plan, for the FY 1999-2004 planning period, focuses on supporting the achievement of the goals of the university. The VPFSS Office developed the following vision, mission statement and goals.

VISION STATEMENT

Leading the Division toward Outstanding Support and Service: Working Together for SWT

MISSION STATEMENT

The office of the Vice President for Finance and Support Services, as a partner in the educational process, provides leadership and support in achieving outstanding service and maintaining fiscal integrity.

VPFSS OFFICE GOALS: FY 1999-2004

- Improve the productivity and efficiency of management in Finance and Support Services.
- Improve the productivity and efficiency of staff in the vice president's office.
- Ensure that information provided via the vice president allows for timely and informed decision-making and planning by others.
- Encourage effective communication throughout the division and university.
- Value and recognize the achievements of staff in the division.
- Promote ethnic, gender and cultural diversity.
During this planning process, the University placed emphasis on continuous improvement of departmental core processes. The core processes and a few examples of the related activity or services of the Office of the VPFSS are:

- Communication of information and financial status (within division, to university community, and to external constituents)
  - FSS Newsletter
  - BSC meetings and Extended BSC meetings
  - Web site
  - Red border memos
  - UPPS and FSS/PPS
  - Presentations

- Recognition of division employees
  - FSS Division Team award
  - Customer Service Award
  - Social functions
  - Performance awards

- Compiling information into reports
  - Assessment
  - Reports to Regents
  - Planning
  - Reports to state agencies, etc.

- Coordination of division priorities for automated projects

- Custody and disbursement of funds
  - HEAF
  - Discretionary
  - Merrick
  - Other Accounts

- Authorization of financial commitments
  - Property acquisitions
  - Contracts
  - Check signing

- Space management and related facilities issues
  - Facilities Committee
  - Issues Sub-committee
  - University space allocation model
  - University building and room inventory
To facilitate understanding of each of the process and related service and/or activity for the VPFSS Office, the following section will provide:

- A description of each service or activity
- The target audiences for the service or activity
- The delivery and marketing strategy to make the audiences aware of the service or activity
- A description of the collaborative relationships existing
- Obstacles for providing the services or activities
- Evaluative methods used to determine the quality and effectiveness of the service or activity

In addition to these services and activities, VPFSS Office staff have many more job responsibilities (e.g., scheduling meetings, resolving student problems, preparation of routine correspondence, processing invoices/RBCs/purchase orders, etc.) that will not be discussed in detail in this self-study. A Guidelines Oriented Job Analysis Booklet can be provided for each staff member of the office that details each staff member’s job responsibilities.
Communication of Information and Financial Status

Description

One of the goals of the VPFSS Office is to “encourage effective communication throughout the division and university”. The FSS Division includes established lines of communication, a chain of command, a committee structure, and a regular schedule of staff meetings. All of these processes were established with the sole purpose of effective communication. The VPFSS Office plays an important role in communicating information and the financial status of the institution within the division, to the university community and to the external constituents of SWT. The following are a few examples, as directed by staff in the VPFSS Office, in which information and the financial status of SWT are communicated:

Within FSS Division:

The VPFSS represents the division on the President’s Cabinet and chairs Business Services Council (BSC) which meets weekly, the day following the President’s Cabinet (PC) meeting. Agendas are prepared in advance of the meetings and circulated. BSC serves as a management team for the division and recommends to the vice president long-range goals and policy and procedures to ensure the division achieves its mission. The meeting time is also used to keep BSC members informed of university activities as reported at PC and other meetings the VPFSS attends, for the assignment of action items resulting from discussions from the various meetings, and for sharing of information regarding departmental activities. A staff council representative (an FSS employee) visits with BSC each month to update the group regarding the latest Staff Council meeting discussions. Most BSC managers hold weekly meetings with their individual staffs the day following the BSC meetings ensuring that the communication of information is passed to the next level. Minutes from PC and BSC meetings are posted in all-in-one and made available to all staff in the division.

Additionally, “Wandagrams”, received from the Council of Presidents are shared with BSC members. Information in these reports includes legislative updates, coordinating board actions, activities of other Texas universities, etc.

Once a month Extended BSC meetings are held. For the most part, this is the next tier of managers reporting to Business Services Council members. The function of this council is to discuss and provide advice on issues impacting the achievement of the mission of the division. This time is also used to keep this level of management informed in the same manner as mentioned above under the BSC meetings. Legislative activities, Board of Regents meeting updates, and assessment reports are a few examples of topics discussed at Extended BSC meetings. Special guests are sometimes invited to bring management up-to-date on particular topics and to provide management an opportunity to express their concerns and opinions. Topics
have included Multi-Instructional Teaching Center (MITC) serving North Austin and Williamson County, crime prevention, quality principles, progress by quality improvement teams, Y2K compliance, and many others. Agendas are prepared in advance and circulated. Minutes are compiled and distributed to Extended BSC members.

The VPFSS has regularly scheduled staff meetings with his direct reports. Weekly meetings are held with the Assistant Vice President for Finance and Support Services Planning, the Director of Physical Plant, the Director of Campus Construction, and the Comptroller. Biweekly meetings are held with the Directors of Budget, Auxiliary Services, Personnel, and Business Services. The Executive Assistant and Systems Analyst II meet with the Vice President on an as needed basis. The vice president expects managers to share information and assignments discussed in the staff meetings with the appropriate staff in their reporting lines.

An FSS Newsletter Committee was appointed and charged with compiling a division newsletter every quarter. The newsletter is to serve as a personal communication tool for the purpose of developing a sense of family in the division. Each issue features a letter from the VPFSS on a current topic of interest or the important news of the moment. All division offices have been featured in the newsletter. Articles on energy conservation and grounds maintenance are often included in newsletters. Personal and professional accomplishments of FSS staff are also reported in the newsletter. Appendix E is an example of the FSS Newsletter, “Reflections – FSS News and Views”.

The VPFSS occasionally has brown bag lunches with staff in FSS departments to discuss hot topics, concerns, and problems brought up by the staff. Some of the offices where lunches have occurred include the Cashier’s Office, Custodial Services, Bookstore, Print Shop, Telephone Services, and Physical Plant. A VPFSS Office Customer Satisfaction survey distributed in October 1998 indicates a need to do more of this type of interaction.

The VPFSS has occasionally made impromptu visitations to FSS offices. Due to a heavily scheduled calendar, successful attempts to do this regularly have been limited. The intent of these visitations is to let staff know who the vice president is and provide them opportunities to raise questions and address campus issues through direct interaction.

In 1993 the Assistant to the Vice President became a member of the SWT Quality Team. The Assistant VP represented the FSS division. Quality process improvement teams were identified and sent through quality training. In order to ensure the vice president and his management team would be kept informed of the activities of these teams, the Assistant VP began meeting with the team leaders of the FSS Teams twice a year. Minutes of the meetings are compiled and distributed to the vice president, Business Services Council, and the team leaders. Team leaders answer the following questions: is the team active, what is their charge, what
progress has been made, and what has been successful and not successful for them. Occasionally team leaders are invited to attend an Extended Business Services Council meeting to report on the activities and accomplishments of their teams.

Professional development for the staff who provide educational programs and services to SWT and its students is essential. Since the SWT Staff Development Office was staffed with only a half-time director in 1993, they were limited in what they were able to offer. BSC decided FSS division employees needed to be given more opportunities to attend staff development programs. In late 1993 the FSS Employee Enrichment Committee was formed to create a staff development program for the FSS division. The Assistant to the VP chaired the committee. A survey (Appendix F) was distributed in April 1994 to help determine the kinds of topics FSS employees would be interested in learning more about. The program officially began the 1994 fall semester. Workshops were identified that were different from those offered by the University’s Staff Development Program and the Student Affairs Staff Development Program. Committee members created a logo for the program and evaluation instruments. The program continued through the 1995 fall semester. In December 1995 another survey (Appendix F) was distributed to FSS employees to determine if the program should be continued. This was partly due to low attendance at some of the sessions and the fact that the SWT Staff Development Program had begun offering more workshops. Survey data from the FSS employees indicated that because of workload and the number of workshops now available, staff members were unable to participate in all the programs. Therefore the program was eliminated. The VPFSS Office periodically co-sponsors speakers (e.g., provides funds) with the SWT Staff Development Program when FSS staff request or express an interest in a particular speaker.

University Community:

The VPFSS meets with the President every two weeks. It is the responsibility of the VPFSS to report on the institution’s financial and business operations, as well as other division activities.

Red border stationary was created by the Office of the VPFSS for the purpose of indicating to account managers that the information being shared with them within the “red border memorandum” was of campus-wide importance. Examples of information in the memos are travel rules and regulations, purchasing information, appropriate use of HEAF monies, budget information, and others of this nature as shown in Appendix G.

The FSS division is involved in the implementation of the University Policy and Procedure System (UPPS). The Executive Assistant maintains UPPS’s authored by FSS staff. The Senior Administrative Assistant maintains a divisional policy and procedure system (FSS/PPS) that complements the University’s system. All university policy statements can be found on the university’s web site
(http://www.swt.edu) and are easily accessible by the university community. All division policy statements can also be found at the VPFSS web site (http://www.vpfss.swt.edu/division.htm). Appendix H provides a list of the current division policy statements.

In 1995 the VPFSS Office created a brochure, *Working Together for SWT*, for the purpose of informing the university community of the various units in the FSS division and their job functions. The brochure also explains the use of funds that the university has available (also posted on VPFSS web-site). Appendix I provides a copy of the brochure.

In 1996, the VPFSS identified individuals on campus who needed to meet routinely for the purpose of coordinating activities at Aquarena Center. This was done since staff in three different divisions had responsibilities at the Center (e.g., Auxiliary Services - Inn and restaurant, Recreational Sports - Golf Course, Continuing Education - Park, and academic departments for various research and educational projects). The Aquarena Center Coordinating Committee was established and is co-chaired by the Vice President for Finance and Support Services and the Associate Vice President for Academic Affairs. Meetings are held monthly with agendas prepared in advance. Minutes are distributed to all members of the Committee. This Committee was also responsible for the development of the Aquarena Center Strategic Plan and the monitoring of the plan. The Assistant VP facilitated the strategic planning process for the Committee. Up until February 1999 the Assistant VP prepared all meeting agendas and minutes at which time the Executive Assistant took over the responsibilities.

The VPFSS also maintains an open door policy for any faculty or staff experiencing problems or wanting to share their ideas and opinions.

**External Constituents:**

A student worker was hired to design web pages for the VPFSS Office and any interested offices reporting to the vice president. More individuals are accessing the web for information regarding Southwest Texas. The FSS home page (Appendix J) provides links to the reporting departments, division policies and procedures, a description of sources of revenue and their use for SWT, Year 2000 information, Hope Scholarship information, and division strategic planning. Many forms, including the FSS Team Award Nomination, SWT Team Award Nomination and Employee of the Month Nomination are accessible via the personnel office web site (http://www.vpfss.swt.edu/personnel/forms.htm). A permanent full-time employee will be hired in 1999 to continue the work started by the student worker with regard to web pages.

VPFSS Office staff members make presentations to internal and external constituents. Some of these are the Coordinating Board, Faculty Senate,
Academic Budget Review Committee, University Council, Staff Council, City Council/SWT Liaison Committee, state and national organizations, and other groups for the purpose of informing these bodies about the activities of the FSS Division and SWT.

Refer to the section entitled “compiling information into reports” for other types of information that are presented internally and externally regarding the financial status of SWT.

**Target Audience**

As mentioned above, the targeted audiences with regard to this particular activity are FSS Division personnel, SWT faculty, staff and students, and the university’s external constituents.

**Marketing**

Brochures, memorandums, newsletters, meeting minutes, and web sites, are all examples of ways to advertise and share information with those individuals who would benefit from the information.

**Collaborative Efforts**

Rather than relying solely on the efforts of the VPFSS Office staff, committees made up of FSS division representatives, as well as other division representatives, have been created to determine the best methods of compiling and distributing information.

The VPFSS relies on FSS managers to communicate to their staff information and assignments regarding the division and the university.

**Obstacles**

Perhaps the most significant obstacle noted by VPFSS Office staff, but beyond our control, is the passing of information beyond the level that is immediately reached by the vice president. It would be too costly to send individual memos to every FSS employee for the purpose of keeping them informed. The VPFSS Office must rely on management in the division to share information with their employees.

Priority has not been given to setting aside time to “walk the campus” or have additional brown bag lunches because of an already over-extended calendar for the Vice President. This was established as a strategy for FY 1999, but numerous issues, including the legislative session, have intervened.
Creating and maintaining web sites has been challenging with the voluntary termination of the student worker. The hire of a planning analyst for the office in 1999 should help to resolve the problems associated with this task.

**Evaluative Methods**

Many of the services and activities are evaluated to determine if they should be continued or if they could be improved. A recent VPFSS Office Customer Satisfaction Survey included questions regarding the division newsletter and the VPFSS web page. Responses were also requested for: information is clearly communicated, open door policy is honored, new ideas for improving work processes and communication are encouraged, and division priorities are communicated. Changes will be implemented where warranted.

Informal evaluations are conducted in meetings as well (e.g., Business Services Council, Extended BSC). Changes are implemented as a result of the feedback received.

Surveys, specific to the activity, are sometimes used (e.g., FSS Employee Enrichment Program). Changes are implemented as a result of the feedback received.
Recognition of Division Employees

Description

One of the goals in the strategic plan for the VPFSS Office is to “value and recognize achievements of staff in the division”. Three particular activities have been identified as performance indicators. Staff members in the VPFSS Office coordinate the activities as described below.

The Assistant VP chairs the FSS Team Recognition Committee. Teams are recognized quarterly. All employees cited on a team are recognized at a reception and presented an FSS Team cup. Employees on the “winning” team are given one-half day off at the discretion of their supervisor. The program is explained in FSS/PPS No. 04.04.10 (Appendix K).

The Vice President authorized in 1995 that $2,000 be set aside annually for additional FSS staff recognition awards. A survey (Appendix L) was distributed to FSS staff to determine the best allocation of the funds. After much discussion of the survey results by Extended BSC, it was determined that eight $250 Customer Service awards would be presented by the VPFSS to nominated FSS staff annually in May. Nominations for the awards are solicited from Extended BSC and submitted directly to the vice president. The vice president makes the final selection. Appendix M is a copy of the criteria established for the award in 1998.

Under previous vice presidents the only social function held for the division was a dinner and dance at Christmas. Because of timing, expense, and limited attendance at a more formal event, a survey was conducted to determine if other social functions should be instituted. Mr. Nance’s preference was to have two less formal functions, one in the fall and one in the spring. A committee of finance and support services staff members was created and chaired by the Executive Assistant. Today, the FSS division has fall and spring events each year and attendance has been very good. The spring event also provides for volunteer participation in a golf tournament and sometimes a horseshoe tournament. Each time the fall event has been held, employees have been asked to bring canned goods for donation to the San Marcos Area Food Bank.

Other methods of staff recognition include the following:

The FSS Newsletter Committee compiles a division newsletter every quarter. The newsletter not only serves as a personal communication tool for the purpose of developing a sense of family in the division but also features the personal and professional accomplishments of FSS staff. Articles featuring departments and their staff are included in the newsletter. Copies of the newsletter are sent to the other university vice presidents and president.
In FY 98 and FY 99, funds were identified by the university administration for university staff performance awards. The vice president, working with Business Services Council, developed the guidelines to be followed for making the awards. The criteria were later shared with the other divisions at SWT and were adopted for use in FY 99. The Guidelines for FY 98 Staff Performance Awards are included in Appendix N.

Minutes from the Business Services Council meetings are distributed through campus-wide e-mail. Most minutes include a “Kudo’s” section that identifies staff in the division who have received written recognition for the various services that they perform. Copies of the minutes are available for review not only to FSS employees but also to employees across the campus.

While the FSS Birthday Card is not used to recognize achievements, it does serve as a tool to indicate that the vice president cares enough to highlight an important day in the life of the FSS employees. The vice president also sends Christmas cards, and most recently holiday letters, to all FSS employees. Examples of birthday cards, Christmas cards and a holiday letter are in Appendix O.

**Target Audience**

The VPFSS Office continuously seeks ways to recognize staff and show appreciation of their efforts in the Finance and Support Services Division. It is believed that it is not only important to recognize staff for the purpose of "rewarding" that individual, but also to share that recognition with the university community as well.

**Marketing**

Most of the programs implemented are documented, with documentation available for review by anyone interested in the information.

**Collaborative Efforts**

In order to ensure the various methods of recognition are appreciated, processes are created from the feedback received from FSS employees as well as other university employees. Oftentimes, ideas are presented at BSC or Extended BSC. Managers are asked to discuss the ideas with their staff and return feedback to the VPFSS Office before any process is implemented. As a result of the careful planning, it is believed that FSS programs are successful and therefore have been copied at both the division level as well as the university level (e.g., SWT Team Award).
**Obstacles**

While money is not the only form of award for achievement, the employees value it. However, there are rules, regulations and laws that govern the issuance of cash awards that must be followed. These rules, regulations, and laws have sometimes resulted in eliminating recognition programs.

In addition, funds are limited for the purpose of recognition but have been carefully planned and budgeted for the current programs.

**Evaluative Methods**

All of the award programs established are re-evaluated annually shortly after the awards are made to determine if they should be continued or if they could be improved. Typically the evaluation is conducted during an Extended Business Services Council meeting. Changes are implemented as a result of the feedback received.

The VPFSS Office Customer Satisfaction Survey distributed in October 1998 requested responses regarding the social functions, birthday cards, FSS Team Award, and annual Customer Service Awards. Changes will be implemented as deemed warranted.

Surveys, specific to the activity, are sometimes used (e.g., establishment of the Customer Service Awards). Changes are implemented as a result of the feedback received.
Compiling of Information into Reports

Description

VPFSS Office staff members are responsible for the preparation of many reports. In addition, members of the staff are responsible for collecting information for compilation into reports. One of the goals of the VPFSS Office is to “ensure that information provided via the Vice President allows for timely and informed decision-making and planning by others”. The following is a description of some of the more important reports prepared in the office.

Annual Financial Report - The Vice President for Finance and Support Services is responsible for preparation of the annual financial report. This report is completed annually by the Accounting Office and forwarded to the VPFSS via the Comptroller for approval. The report is a compilation of the financial status of SWT. The report is provided to the Director of Finance to incorporate into a System Report for the Texas State University System Board of Regents. The System report is then forwarded to the State Auditor.

Annual Operating Budget – The budget process begins in February of each year, with a proposed budget submitted to the Texas State University System Board of Regents for approval in August. The Budget Office coordinates the process with final accountability resting with the vice president for the accuracy of the data.

Quarterly Budget Adjustments – As required by Regents Rules and Regulations, budget adjustments are reported on a quarterly basis to the Board of Regents. The Budget Office is responsible for preparation of the report that is forwarded to the VPFSS for review and submittal.

Legislative Appropriations Request – All institutional Requests for Biennial Appropriations are to be submitted to the Board of Regents for approval prior to the convening of the Legislature in the following January. The Budget Office coordinates the preparation of this report and forwards it to the VPFSS for approval.

Quarterly Investment Reports – A quarterly investment report is prepared and provide to the Texas State University System office as prescribed by the TSUS Investment Policy.

Monthly Operating Reports – The chief fiscal officer under the governance of the Board of Regents submits copies of the monthly operating reports to the Texas State University System Director of Finance, President, vice presidents, several other SWT staff, and the TSUS sister institutions. The report is a summary statement of the monthly financial status of all SWT accounts reflecting beginning balances, appropriations and credits, cumulative expenditures and debits,
unexpended balances, encumbrances, and unencumbered balances. The Accounting Office compiles the report for the vice president’s approval.

**Monthly, Quarterly and Annual Financial Report on the Aquarena Properties** – The Assistant Vice President merges monthly financial data for all the Aquarena properties and submits summary reports for the VPFSS and the President. Semi-annual and annual reports are not only shared with the VPFSS and President but also with the Board of Regents.

**Strategic Plans** – The Assistant Vice President coordinates development of the VPFSS Office and FSS Division strategic plans, annual division focus report, and annual division accomplishments report.

**Assessment Reports** – The Assistant Vice President coordinates development of all VPFSS Office assessment activities and prepares the annual division assessment report for the Director of Assessment.

**Annual Facilities Report** - Working with Physical Plant staff and Campus Construction staff, the Assistant Vice President submits to the Coordinating Board building and room inventory reports, updates to the campus master plan, and plans regarding deferred maintenance projects.

**Board of Regents Report** – The Texas State University System Board of Regents meets quarterly. The Executive Assistant is responsible for compiling the report for approval by the President and submittal to the Board.

**Ad Hoc Reports** – Numerous requests for information are received from internal and external constituencies. These include the System Office, Legislature, Coordinating Board, NACUBO (National Association of College and University Business Officers), and other universities.

**Target Audience**

Reports are prepared for multiple audiences. Internal and external constituencies to the university are provided copies of the reports. These agencies and individuals include, but are not limited to, Texas State University System office staff, Board of Regents, Coordinating Board, Legislature, SWT account managers, and State Auditors. Reports are made available upon request to faculty, staff, students, and the public.

**Marketing**

Since most of the reports are documents required by Regents Rules and state laws, there is no attempt to publicize the information other than make it available in the university library and upon request.
The FSS Planning Guide for the 1999-2004 strategic plan, *Achieving FSS Division Effectiveness through Performance Measurement*, was prepared by the Assistant Vice President and distributed to all FSS departments. The guide and the 1999-2004 FSS division strategic plan are available through the VPFSS division homepage (http://www.vpfss.swt.edu/planning.htm). Copies were provided to the divisions of Academic Affairs and Student Affairs for their information and use.

**Collaborative Efforts**

Several different offices are involved in the compilation of data for the various reports. Two of the offices with the most responsibility for these reports are the Accounting Office and the Budget Office. Other account managers at SWT are also involved in submitting data for the various reports.

**Obstacles**

Deadlines are established for each of the reports. Staff turnover and absences have sometimes resulted in not meeting deadlines or other staff completing the reports. Data not being submitted on time by account managers has sometimes resulted in not meeting deadlines or other staff completing reports.

**Evaluative Methods**

Making sure numbers tie together is one method of determining if the information is accurate. The Director of Finance in the TSUS Office oftentimes provides feedback to the VPFSS regarding the accuracy of reports. The SWT Internal Audit Office and the State Auditor’s Office audit reports. The Coordinating Board and other agencies also provide feedback regarding the accuracy of the information submitted.
Coordination of Division Priorities

Description

In 1991, a priority-setting process for automated projects was developed and implemented by the Assistant to the VPFSS. Units involved in the automation of business and financial processes were brought together to recommend appropriate automation needs and prioritize the commitment of limited resources.

The FSS Priority Sub-committee, chaired by the AVPFSSP, refined the priority-setting process for the division and it has served as a model for other university priority committees. The sub-committee meets monthly and recommends appropriate division automation needs based on feasibility studies and prioritizes the commitment of limited resources. The monthly report is updated regarding the status and priority of division-level projects (Appendix P).

If necessary the FSS Priority Committee, consisting of BSC members and chaired by the VPFSS, resolves priority conflicts that cannot be resolved at subcommittee level and makes recommendations to the VPFSS in regard to commitment of resources for automation needs in the division.

Furthermore, should division priorities conflict with other division projects and resolution between divisions cannot be reached, further discussions will be held at the System Development Council (SDC) level. The Assistant Vice President is a member of SDC representing the FSS Division. The Council is responsible for setting university priorities, resolving priority conflicts between divisions, allocating resources, developing processes for tracking major projects through critical phases in order to identify and quickly solve problems; and developing and allocating resources for ongoing education and training for individuals involved in the SDLC process. The Council advises the Executive Vice President on policy impacting information systems at the University. SDC meets monthly and members are requested to provide updates regarding their division priorities and projects.

A significant number of automated projects are developed and implemented by the Finance and Support Services Division. Accounting and payroll are the two areas most impacted by state and federally mandated projects. As a result of the need to dedicate scarce resources to the mandated projects, progress is slow and in some cases non-existent for those projects that would simplify the work of staff or provide additional and up-to-date services for faculty, staff, and students.

The Systems Analyst in the VPFSS Office functions as the liaison between the Personnel, Budget, Payroll, and Student Employment offices and the Information Systems and Services Office in identifying and communicating problems, strengths and weaknesses, resolutions and potential enhancements of improvements to their automated systems. The Systems Analyst reports directly to the vice president. Until
recently (1998), the Assistant Vice President chaired a priority group consisting of the Systems Analyst, the Director of Personnel, the Director of Budget and the Assistant Director of Accounting (Payroll) to help with priority setting of division-level projects for the Systems Analyst. This arrangement was originally established with the intent that all parties involved would be kept informed on the status of projects for their areas as well as other work that the Systems Analyst was responsible for. This group continues to meet monthly and discusses both division-level projects and department-level projects for these major functions.

**Target Audience**

Priorities are established to help determine the allocation of resources. Resources may mean money, but oftentimes the workload of staff needs to be prioritized as well. Therefore, the audience may mean staff within the Finance and Support Services Division, staff in other divisions participating in the projects and especially the staff in the Information Systems and Services. Priority listings also keep the administration informed of the current status of all projects. Implementing mandated projects means we are also satisfying the requirements of the state of Texas or federal agencies.

**Marketing**

The FSS Priority Listing is shared with the members of the FSS Priority Sub-committee, FSS Area Functional Analysts, BSC, SDC, and analysts in the offices of ISS and the Vice President for Student Affairs.

**Collaborative Efforts**

When priorities conflict with other priorities it becomes necessary to resolve differences and reach agreements with staff in other divisions. Many times the projects involve stakeholders from outside the FSS division. The Assistant Vice President works closely with SDC members on establishing cross-divisional priorities.

**Obstacles**

As a result of the need to dedicate scarce resources to the mandated projects (state and federal), progress is slow and in some cases non-existent for those projects that would simplify the work of staff or provide additional and up-to-date services for faculty, staff, and students.

There have been times when divisions differ on their opinions over which project should have a higher priority over another project. In some cases resolutions have been
reached and in others they have not. These differences of opinions are then presented at the SDC level for resolution.

**Evaluative Methods**

The priority setting process followed by the FSS Division has not been formally assessed. However, other divisions on campus have copied the process, an indication that it is viewed as successful. Surveys and focus groups conducted by SDC and other SDLC improvement groups have reflected good opinions of the FSS priority setting process.
Custody and Disbursement of Funds

Description

VPFSS Office staff members monitor the use of all university funds, however, particular attention is paid to Higher Education Assistance Funds (HEAF) accounts, discretionary accounts, Merrick funded accounts, other plant fund accounts, institutional accounts, and the office operating accounts. The following is a review of those fund groups and accounts monitored by office staff.

Higher Education Assistance Funds – The Assistant VPFSSP is responsible for maintaining the ten-year report for the allocation and expenditure of HEAF monies. Requests for HEAF for bib-construction activities come to the Assistant VPFSSP. The Assistant VP chairs the Facilities Committee where programming of construction-related activities and HEAF funding are prioritized. A report is generated for submittal to President’s Cabinet annually. President’s Cabinet is the final approval body for the allocation of HEAF monies. The HEAF report is reconciled with the SWT Annual Financial Report. HEAF is used for renovation and construction projects, capital acquisitions, library book acquisitions, and salaries for Campus Construction staff. The Assistant VPFSSP is responsible for setting up new accounts, funding them, approving purchase orders and expenditures, and monitoring the balances. While the VPFSS is noted as the account manager, the Assistant VPFSSP has signature authority on all plant fund accounts.

Discretionary Accounts – UPPS No. 03.01.03 and FSS/PPS No. 03.01.11 document the policy and procedure for the allocation and expenditure of funds used for discretionary purposes (i.e., food, refreshments, alcohol, achievement awards). The President is delegated authority by the Board of Regents to implement a policy for the expenditure of funds for the purchase of food, refreshments, and alcohol. The Assistant VPFSSP is responsible for preparing an annual budget. The President approves the budget and account managers are notified of their annual allocations each September. The Assistant VPFSSP approves purchase orders and expenditures on the discretionary accounts used (e.g., 4-3281, 4-5740, 4-5702). A manual accounting of expenditures for the accounts is maintained by the Senior Administrative Assistant and balanced to the monthly appropriation sheets. A report of prior year income and expenditures is forwarded to the President in October of each year.

Merrick Funded Accounts – FSS/PPS No. 03.01.10 establishes policy guidelines for requesting and administering funds generated from interest earned on the Louise Lindsay Merrick Endowment Fund. The Assistant VPFSSP is responsible for calculating the projected beginning balance for the coming fiscal year, allocating PC approved commitments and distributing the remaining funds to the vice presidents for allocation. VPFSS Office staff members are responsible for creating, funding and monitoring Merrick funded accounts. The Assistant
VPFSSP compiles an annual report of how the Merrick funds were expended and provides a formal report to the President’s Cabinet in October.

**Plant Fund Accounts** – Plant fund accounts may be funded with HEAF, general use money, reserves, auxiliary funds, bond money, gifts, and grant money. Accounts may be set up for: building renovation, new construction, furniture and equipment acquisition, land purchases, maintenance needs, etc. The Assistant VPFSSP is responsible for setting up new plant fund accounts, funding them, approving purchase orders and expenditures, and monitoring the balances on a monthly basis. While the VPFSS is noted as the account manager, the Assistant VPFSSP has signature authority on all plant fund accounts.

**Institutional Accounts** – President’s Cabinet approves the organizations for which SWT has institutional memberships. The Executive Assistant monitors the Institutional Membership account. Other institutional accounts are monitored by VPFSS Office staff (e.g., 4-3385 Institutional Expense, 4-3387 Executive Management Training, 4-3392 Residence and Apartments, 4-3409 Acquisition and Improvement of Parking, etc.).

**Office Operating Accounts** – The two main operating accounts used by the VPFSS Office are 4-2711 VPFSS and 4-3383 FSS Projects. A manual accounting of expenditures for the accounts is maintained by the Senior Administrative Assistant and balanced to the monthly appropriation ledger sheets.

**Aquarena Center Accounts** – While the Assistant VPFSSP is not responsible for the daily use of the accounts for the four entities at Aquarena Center (e.g., Park, Inn, Golf Course, and Joe’s), the Assistant Vice President is responsible for compiling monthly, quarterly, and annual reports. These reports reflect income, expenditures, and net profit/loss for Aquarena Center. The account managers must also provide justification for any variances between the actual and projected totals if 10% plus or minus. The reports are shared with the VPFSS, the President, the staff at the Texas State University System Office, and the Board of Regents.

**Target Audience**

Maintaining adequate funding in accounts is monitored by several entities including the Board of Regents, Texas State University System office staff, President, Vice Presidents, Deans, account managers, etc.
**Marketing**

University policy and procedure statements communicate to the university community the involvement of the VPFSS Office with regard to custody and disbursement of funds.

**Collaborative efforts**

All of the VPFSS Office staff members work closely with the individuals who are provided funds from the various accounts monitored in the office. Alternate sources are identified (if possible) when requested funding is unavailable.

**Obstacles**

The 1%/2%/2% budget reallocation plan in fiscal years 1995, 1996, and 1997 resulted in several of the VPFSS accounts being cut back. As a result of other FSS departments reducing their budgets, the VPFSS was called upon to help fund unexpected expenditures from VP operating accounts. Purchases have had to be delayed or eliminated when funding was not available. Services have had to be eliminated or re-evaluated when funding was not available.

**Evaluative Methods**

Staff in the office monitor monthly appropriation sheets for accurate charges and deficits. Staff members in the office monitor the Aquarena Center profit/loss monthly, quarterly and annual reports. Staff members in the office maintain manual ledgers and reconcile records to monthly appropriation sheets. Errors are corrected as appropriate.
Authorization of Financial Commitments

Description

The Vice President for Finance and Support Services is the chief contracting officer for the university. Certain recurring smaller, departmental contracts have had signature authority delegated to the department head after review of the base contract document by the vice president and the University Attorney. All contracts or purchase orders in excess of $100,000 require approval by the Board of Regents and are, therefore, reviewed by the vice president before presentation to the Board.

As Chief Financial Officer for the university, the vice president is ultimately responsible for all cash disbursements. Certain levels of payments have required signatures and the vice president is one of those signatories. While signature authority on certain sized checks is also delegated, the vice president is often required to approve and sign large disbursement checks.

As account manager for numerous accounts, the vice president is the signature authority. The Assistant Vice President for Finance and Support Services Planning is the alternate signature authority on many of these accounts.

The University’s property acquisition process is the responsibility of the vice president. All property acquisitions must be approved by the Board of Regents, so even if the function were delegated, the vice president would be responsible for preparing the recommendation to the Board. Such purchases occur only once a year or so.

Target Audience

The primary target audience for these services is the President, System Office and Board of Regents. The vice president is expected to maintain the fiscal integrity of the institution.

The service is also provided to the beneficiaries or recipients of services contracted for.

Marketing

These functions are described in the Regents’ Rules and Regulations, University Policy and Procedure Statements (UPPS’s), and FSS Policy and Procedure Statements. All of these are available in hard copy as well as on the web. Divisional brochures also describe the functions of the vice president.
Collaborative Efforts

Contracts are a collaborative effort between the user department, the University Attorney, the Texas State University System General Counsel (contracts in excess of $100,000), often the Purchaser and the vice president. The University Attorney’s initials must be signed next to the vice president’s signature line indicating satisfactory protection of the university’s legal interests before the vice president will sign. The vice president’s signature evidences the university’s ability to meet the financial terms of the contract as well as the fulfillment of procurement laws and policies. The vice president’s signature also evidences the university’s determination of the need for the goods or services, although that is obviously determined with the advice of the user department.

Very few contracts arriving at the vice president’s office have to be sent back for rework. Either the longevity of personnel at SWT or the efficacy of the UPPS system works to ensure a smooth process.

The Comptroller and Accounting Office coordinate check signing, wire transfers, intrabank fund transfers, deposits and investment transactions with the vice president. Staff members in the Comptroller’s Office assure all authorizing documents are obtained and the Accounting Office reconciles the authorization to the actual transactions.

The system of internal control works well. Again, it might be attributable to the longevity, experience and strengths of the individuals involved. The process is a very smooth one.

Obstacles

There are very few, if any, obstacles to the effective authorization of financial commitments. State law, Regents’ Rules and policies on internal control must be followed to ensure state resources are used effectively and efficiently. The system of quarterly Regents meetings can sometimes complicate the execution of contracts in excess of $100,000. However, the threshold was only recently increased from $50,000, and the System Office staff and Regents are helpful when emergencies arise. The vice president’s office staff attempts to prevent such problems by continuously reminding the campus of the dates of Regents meetings and the need to plan accordingly.

Evaluative Methods

The VPFSS office recently conducted a customer satisfaction survey regarding the “responsiveness” of the office. Results from that survey will be used to initiate any needed changes.
Space Management and Related Facilities Issues

Description

Building space at Southwest Texas is a valuable resource shared by a large number of people and groups. Capital projects that modify existing space or create new space represent a significant financial commitment by the university. The building space that exists today, and capital projects developed in the future, must be managed carefully to support the mission of the university. Efficient space management requires standards and procedures be in place for effective planning.

Since 1993, the Vice President for Finance and Support Services has served as the chair of the Facilities Committee. In 1998 the Assistant Vice President was appointed to serve as Chair of the Facilities Committee. The Facilities Committee recommends to the University Council updates of the Campus Master Plan every five years, with the possible assistance of an architect appointed by the Board of Regents. The Committee makes recommendations on space formulas, space allocations, space projections, access to facilities, programming of facilities, new building sites, and construction timelines utilizing other plans, historical data, surveys, and appeals from campus and non-campus related groups. The Committee also reviews all recommendations as prepared by the Building Advisory Committees; recommends to the President’s Cabinet the expenditure of higher education assistance funds; and reviews and makes recommendations on the utilization of classroom and lab space.

An Issues Subcommittee was appointed in May 1997 with the Assistant Vice President for Finance and Support Services serving as chair. The Issues Subcommittee is a working sub-committee of the Facilities Committee. The charge of the sub-committee is to evaluate space needs brought to the attention of the Facilities Committee. This group identifies available space on campus, works directly with departments and offices requiring additional space or reconfigured space, and brings forth recommendations to the Facilities Committee for consideration with regard to building sites, programming of facilities, and construction timelines.

There is currently no documented process to follow when establishing priorities. The goal is to refine and publish the current process for the university community. Current policy statements are out-of-date resulting in perceptions that the current process being followed is “clandestine”. Currently the Campus Master Plan establishes priorities. When funding is insufficient the HEAF plan is revised. Initially the Issues Sub-committee proposes recommendations to the Facilities Committee, which in turn proposes the recommendations to the President’s Cabinet. The revised HEAF plan then guides the priorities. This has occurred after reviewing the testimony of the Deans (4/98) regarding their space needs as well as reviewing and evaluating requests received from individual offices and departments (e.g., meetings with Computer Science, Philosophy, Psychology, Education, University Police Department, etc.). Open
hearings have also been scheduled (2/97) where departments with known space needs were asked to present their needs to the Facilities Committee.

In September 1998, the Assistant to the VPFSS was reclassified as Assistant Vice President for Finance and Support Services Planning. The Assistant Vice President will serve as both chair of the Issues Sub-committee and the Facilities Committee and is charged with developing a university space allocation system. One of the components of space management is a Space Inventory System. An accurate and up-to-date inventory provides facility planners and building users with current information on the departmental assignment and use of space in all university buildings. In order to ensure that SWT’s inventory system is accurate and up-to-date a Facilities Audit (Appendix Q) was conducted January 1999. A Planning Analyst will be hired in early 1999 and will be responsible for maintaining the inventory.

Upon completion of the Facilities Audit, the Assistant Vice President plans to meet with Physical Plant supervisors to develop a building inventory report that will include room inventories, floor plans, life safety conditions, asbestos removal needs, ADA conditions, deferred building maintenance needs, etc. This information will be invaluable to the Issues Sub-committee for the programming of renovation projects.

In addition, the Assistant Vice President will be preparing a service request in 1999 to initiate an SDLC project for the purpose of generating a computerized space management report to be made available to university account managers. The report will link the facilities inventory with the floor plans of each building and provide a forecasting tool for the allocation of space. Currently the ISS department is developing a web application for the building and room inventory report currently residing on the mainframe. The web page is anticipated to be available in March 1999.

**Target Audience**

The Issues Sub-Committee and the Facilities Committee work with any entity requiring additional space or reconfigured space. Results of allocating higher education assistance funds and constructing timelines are shared with President’s Cabinet, the Board of Regents and ultimately the Coordinating Board. A Campus Master Plan is provided every ten years to both the Board of Regents and Coordinating Board. Updates of the Master Plan are provided annually.

**Marketing**

A web site was commissioned by the Facilities Committee in order to provide the campus 1) with information about the activities of the Committee and 2) with helpful statistical facilities information. The web site was announced to the university community in January 1999. The site includes:

- the charge and membership listing of the Facilities Committee,
• the charge and membership listing of the Issues Sub-committee,
• Facilities Committee meeting minutes,
• Issues Sub-committee meeting topics,
• a status report of current construction projects,
• classroom and lab utilization information,
• the campus space inventory, and
• campus construction standards.

In October 1998 the Assistant Vice President met with the Council of Chairs to discuss future activity with regard to space management and the need for a facilities audit. In January the Assistant Vice President met with each of the vice presidents to explain the facilities audit and distribute the audit packages. Information is due back to the Assistant Vice President in early March.

**Collaborative efforts**

The Assistant VP works closely with the Associate Vice President for Academic Affairs with regard to academic facilities. All contact with academic departments and/or offices is coordinated with the Associate Vice President.

The Assistant VP works closely with Physical Plant staff to help establish priorities for pending renovation projects under $100,000. The reporting tool used by the Physical Plant was revised upon the suggestion of the Assistant Vice President and updated.

All work involving the major revision of the Campus Master Plan is done with the assistance of an architectural firm. Additional master plan projects may involve working with architectural firms (e.g., JPJ report completed in October 1998).

The Facilities Committee membership is the direct result of allowing for representation from each academic school, Physical Plant and Campus Construction personnel, University Police representation, Faculty Senate representation, Residence Life and Auxiliary Services participation, representatives from each of the non-academic divisions, and representation from Disability Services. This diversified membership is to ensure better communication to the university community.

**Obstacles**

Higher Education Assistance Funds are allocated on an annual basis. Even though the annual allocation to the university is in excess of $12 million, there are other university commitments (e.g., computer hardware improvements, capital acquisitions, etc.) that are allocated HEAF monies. Funds available for construction are therefore limited, sometimes requiring the university to sell bonds in order to move forward on major projects (e.g., Art/Technology/Physics Complex). There are even less dollars available for non-academic projects (e.g., general use fee, reserves, etc.).
Technology related improvements, deferred maintenance needs and small renovation projects all compete for time and money against larger construction projects.

Staffing at the Physical Plant has been reduced over the years. Current staffing is used only for minor maintenance projects. All other projects are contracted out, result in the need for increased funds and various approval processes (e.g., Board of Regents, Coordinating Board), lengthening the construction process in some cases.

**Evaluative Methods**

In February 1997 departments requiring additional space completed a space needs request form. Forms were sent to academic departments with programs pending on the Academic Plan and well as other departments identified with space problems. This method was periodically followed during master plan review cycles.

In January 1999 a Facilities Audit was conducted to gather the latest building and room inventory information for each department on campus. Annual reviews of the inventory will be scheduled in the future to ensure an accurate inventory. Spot checks regarding the accuracy of the database will be planned and conducted throughout the year. Departments provide verbal and written feedback regarding their satisfaction or dissatisfaction of the process. Approval of university policy statements will indicate satisfactory processes.
VPFSS OFFICE RESOURCES

Resources of the Vice President for Finance and Support Services Office include staffing, space, equipment, and budgets. A staffing summary, a budget summary and individual personnel information are included in this section.

Staffing Summary

The Office of the Vice President for Finance and Support Services is one of five vice presidents reporting directly to the President. The administrative head is the Vice President for Finance and Support Services who is supervisor of seven departments in the division with 484 employees.

The total FTE as of March 1, 1999 for the vice president’s office is 5.0: Vice President, Assistant Vice President for Finance and Support Services Planning, Systems Analyst II, Executive Assistant, and Senior Administrative Assistant.

In addition funds were reallocated from the Physical Plant to the Vice President’s Office for the hire of a Planning Analyst scheduled for April 1999.

The Office of the Vice President employs work-study students who assist with receptionist functions, answer phones, sort and deliver mail, photocopying, and bookstore purchases. Funding for the work-study positions is provided from federal funds. In fall 1998 two work-study students worked in the office.

The Finance and Support Services (FSS) organization chart shows the organizational structure of the office.

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Vice President for Finance & Support Services

<table>
<thead>
<tr>
<th>Assistant VPFSS Planning</th>
<th>Executive Assistant</th>
<th>Systems Analyst II</th>
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</thead>
<tbody>
<tr>
<td>Senior Administrative Asst</td>
<td>Student Workers</td>
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<tr>
<td>Planning Analyst</td>
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</tbody>
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Vice President for Finance and Support Services

The Vice President for Finance and Support Services is Mr. William A. Nance, a White male, age 49, with a Bachelor of Business Administration in Finance, received in 1971 from the University of Texas in Austin. Mr. Nance who has seven years of experience at SWT has been Vice President since 1993. Prior to 1993, he was Associate Vice President for Business and Administrative Services from 1991-1993. Mr. Nance came to SWT from the Texas State University System where he served seven years as Director of Finance, responsible for all matters presented to the Finance Committee of the Board of Regents, including annual operating budgets, requests for legislative appropriations, bank depository contracts, the system-wide employee group insurance program and directors and officers liability insurance. He was employed with the Texas Higher Education Coordinating Board from 1971 to 1984: Loan Officer from 1971-1974, Assistant Director of Financial Planning from 1977-1981, and Director of Financial Planning Systems from 1981-1984.

Mr. Nance serves as the chief financial officer of the university and is responsible to provide sound financial planning, fiscal control, and support services through the seven management units: Comptroller, Campus Construction, Physical Plant, Auxiliary Services, Budgeting, Business Services and Personnel.

The Vice President provides assistance to the President in preparation and control of the University budget; operation of an appropriate system of accounting and financial reporting; supervision of the operation and maintenance of the physical plant; procurement of supplies and equipment and control of inventories; financial oversight of auxiliary enterprises; receipt, custody and disbursement of institutional funds; maintenance of personnel records; and administration of personnel policies governing staff.

Mr. Nance is a member and past-president of the Texas Association of State Senior College and University Business Officers. He is also a member of the National Association of College and University Business Officers and the Southern Association of College and University Business Officers; and a member of the Group Benefits Advisory Committee which makes insurance recommendations for the Employees Retirement System. Mr. Nance has served on numerous formula study committees for the Texas Higher Education Coordinating Board since 1988.
Assistant Vice President for Finance and Support Services Planning

The Assistant Vice President for Finance and Support Services Planning is Mrs. Nancy Nusbaum, a White female, age 44, with a Bachelor of Home Economics Education received from Southwest Texas State University in 1976. For the past ten years, she has served as Assistant to the Vice President for Finance and Support Services. Mrs. Nusbaum was promoted to Assistant Vice President for Finance and Support Services Planning in September 1998.

Mrs. Nusbaum served as Executive Assistant to the Vice President from 1981 to 1988 and Administrative Secretary to the Vice President for Finance and Management from 1980 to 1981. She worked in the Personnel Office and the Planning and Analysis Office prior to those time periods.

As Assistant Vice President, Mrs. Nusbaum serves as chair of the Facilities Committee, FSS Assessment Council, FSS Priority Subcommittee, FSS Team Recognition Committee, and the Staff Employee Recognition Committee. As chair of the Facilities Committee she manages the master planning process at SWT. The committee oversees formulation of the Campus Master Plan and reviews any variations to the Plan between planning periods assessing utilization of existing space and addressing requests for additional space. She is developing a space allocation model at SWT and is also responsible for maintaining SWT’s facilities inventory with the Coordinating Board.

Nancy is a member of the Texas Association of State Senior College and University Business Officers; National Association for College and University Business Officers; and the Society for College and University Planners.

Mrs. Nusbaum has made several presentations at professional meetings. She has served on the SWT Quality Team since 1993, a seven-person team that helped create, implement and supervise the University’s Quality program. She conducts training sessions and workshops for various groups on specially requested topics.

Mrs. Nusbaum receives administrative supervision from the Vice President.
The Systems Analyst II is Mr. Sam Paul, age 49, a White male. He began employment at SWT as a Senior Staff Auditor in 1988 and was promoted to Systems Analyst in 1990. Mr. Paul came to SWT with extensive banking experience. From 1971-1977 he was employed at Capital National Bank of Austin and 1978-1981 at Texas Commerce Bank of Austin. In 1981-83, Mr. Paul was the Auditor and Compliance Officer at the First National Bank of Kerrville and from 1983-1987, Mr. Paul was employed at InterFirst Bank of Austin as Administrative Officer/Teller Operations Manager.

Mr. Paul attended St. Edwards University from 1975-1980, the American Institute of Banking from 1975-80 and 1981-82. In 1982 he received an Intermediate Banking Degree from Southern Methodist University; and attended Southwest Texas State University in 1988-1989.

He coordinates the system development life cycle for the offices of Budget, Payroll, Personnel and Student Employment, and provides data security as the security administrator who grants/revokes menu access.

As Senior Staff Auditor from 1988-90, Mr. Paul reviewed and analyzed data to determine if proper controls were established and if proper accounting procedures were followed according to audit standards.

Mr. Paul has served on the Payroll Feasibility Team, Budget Feasibility Team, ISS Desk Review Committee, an SDC Process Improvement Team, and serves as SWT representative on the Payroll and Personnel Task Force Committees of the State Human Resource Information System.

Mr. Paul functions as the liaison between the Budget, Payroll, Personnel and Student Employment offices and Information Systems and Services in identifying and communicating problems, strengths and weaknesses, resolutions and potential enhancements or improvements.

Mr. Paul receives administrative supervision from the Vice President.
Executive Assistant

The Executive Assistant is Mrs. Jan Smith, a White female, age 51. Mrs. Smith came to SWT in 1985 as secretary in the Residence Life Office. In 1986, she served as secretary to the Assistant Vice President for Finance and Management and in 1988 was promoted to Executive Assistant. Mrs. Smith was secretary to the Provost at Southeast Missouri State University from 1981-1984. From 1979 to 1981 she was employed as secretary at Nash Construction Company in Huntsville, Texas. Prior to coming to Texas Mrs. Smith was employed at Penn State University from 1965-68 and 1972-1979. Jan was departmental secretary at Materials Research Lab at Penn State from 1965-1968 and in 1972 was employed as secretary in the Psychology Department. In 1974 she was promoted to administrative secretary to the Dean of Liberal Arts. In 1975-76, Mrs. Smith was employed as secretary in the Department of Nursing at Eastern Kentucky University while on leave from Penn State. Mrs. Smith attended Southeast Missouri State University in 1983.

Mrs. Smith is responsible for developing and coordinating the calendar and agenda items for input to the quarterly reports to the Board of Regents. She reviews FSS policy and procedure statements; coordinates the review of University Policy and Procedure Statements within the FSS division finalizing the statements for the Institutional Research and Planning. Mrs. Smith provides information and develops solutions to issues that come to the vice president’s office from state agencies, sister universities, the university and local community. Mrs. Smith is a member of the Business Services Council, Extended BSC, FSS Planning Council and FSS Priorities Committee. She also chairs the FSS Newsletter Team, serves on the Mediation Advisory Council and is a SWT mentor.

Mrs. Smith receives administrative supervision from the Vice President.
Mrs. Darlyne Lowman is the Senior Administrative Assistant, a White female, age 56 and received a Bachelor degree in Business Administration from Sul Ross State University in 1964. Mrs. Lowman came to SWT in 1986 as secretary to the Assistant to the Vice President for Finance and Management. She was employed as secretary to the Director of the Student Center at SWT in 1968-69 and 1972-1976. Prior to coming to SWT in 1986, Mrs. Lowman was employed as Administrative Assistant to the President, Executive Vice President and Controller of Wide-Lite Corporation in San Marcos.

Mrs. Lowman is responsible for the reception area and maintains the daily calendars, providing administrative/clerical assistance to the Vice President and Assistant Vice President, fiscal accounting of three discretionary accounts, and processing of budget changes. She also coordinates travel, purchasing, processing correspondence and maintains the files. Mrs. Lowman coordinates staff recognition activities for the Staff Recognition Committee and FSS Team Recognition Committee. She is a contributing editor on the FSS Newsletter Team and serves as a SWT mentor.

Mrs. Lowman receives administrative supervision from the Assistant Vice President and the Vice President.
Space Availability

The suite of offices, located on the ninth floor of the J. C. Kellam Building, is sufficient space for the current five regular employees and two student employees. There is 1745 assignable square feet in the suite.

The Vice President, Assistant Vice President, Systems Analyst and Executive Assistant each have separate offices. The Senior Administrative Assistant and student employees are located in the reception area. A work/file room, file/storage room and conference room completes the space occupied by the VPFSS office staff. The conference room is also made available to other groups needing meeting space. In order to provide separate office space for the new planning analyst in 1999 the work/file room will be sectioned off to provide the additional office space needed.

Equipment

All current full-time employees, except for the Vice President, have personal computers, all with Internet connection. There are three laser printers (one purchased February 1999), a server for the division web site, an electronic copy board, a binding machine, a fax machine, telephones at each desk and in the conference room, a VCR/TV and a portable overhead projector.

A new computer and office furniture will be purchased for the new Planning Analyst from the FSS Division capital allocation.

Budget

The Vice President for Finance and Support Services allocates funds based on operating and strategic planning considerations as well as pay raises through salary review. Final budget recommendations are reviewed by the President’s Cabinet prior to being submitted to the Board of Regents.

The office receives sufficient financial resources to support its current programs. The division is allocated funds from the Higher Education Assistance Fund annually for capital items. The Office of the Vice President received $5,288 in FY 98 to fund items identified in the Strategic Plan.

Funding of the salary for the new Planning Analyst position results from reallocating funds from a vacant position at the Physical Plant. Funding for the rehab of the office and furniture and equipment for the Planning Analyst position will be provided by Higher Education Assistance Funds.
<table>
<thead>
<tr>
<th>Account Number/ Name</th>
<th>Fund Use</th>
<th>Amount Budgeted for FY 98</th>
<th>Amount Budgeted for FY 99</th>
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<tbody>
<tr>
<td>4-2711 VPFSS E&amp;G</td>
<td>Salaries for vice president, assistant vice president, systems analyst, executive assistant and senior administrative assistant. M&amp;O for telephone, fax, supplies, equipment maintenance contracts and duplicating and printing, and travel funds for vice president and assistant vice president. Wages for student support.</td>
<td>$264,853.77 (Salaries) $3,945.00 (Wages) $2,000.00 (Travel) $11,085.23 (M&amp;O)</td>
<td>$271,765.77 (Salaries) $3,945.00 (Wages) $2,000 (Travel) $11,085.23 (M&amp;O)</td>
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<tr>
<td>4-3383 FSS Projects Designed</td>
<td>Assists travel needs of vice president and assistant vice president; division birthday and Christmas cards, subscriptions for Wall St. Journal, Chronicle of Higher Education and Austin American Statesman; and team recognition program</td>
<td>$2,000.00 (M&amp;O) $1,000.00 (Travel)</td>
<td>$2,000.00 (M&amp;O) $1,000.00 (Travel)</td>
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<tr>
<td>4-3385 Institutional Expense Designed</td>
<td>Helps support university team recognition program; travel for administrators to quarterly Board meetings; membership to San Marcos Chamber of Commerce; billboard advertising, insurance claims, NACUBO membership</td>
<td>$57,088.00 (M&amp;O) $8,000.00 (Travel)</td>
<td>$57,088.00 (M&amp;O) $8,000.00 (Travel)</td>
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<tr>
<td>4-6xxx</td>
<td>Plant fund accounts are set up for specific projects and are monitored and managed by the Assistant Vice President.</td>
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<tr>
<td>4-2916 Institutional Memberships E&amp;G</td>
<td>Pays for the following memberships approved by the President’s Cabinet: AASCU, AAUW, ACE, SACS, COPS, NCEOA, HACU, ATCU</td>
<td>$33,816.00 (M&amp;O)</td>
<td>$38,116.00 (M&amp;O)</td>
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<td>4-3101 Science Field Lab Designed</td>
<td>Funds rent of house next to Aquarena Springs for SWT Guardian Club</td>
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<td>$11,000.00 (M&amp;O)</td>
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<td>Account Number/ Name</td>
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<tr>
<td>4-3303 VPFSS</td>
<td>Funds for eight $250 FSS bonus awards for outstanding performance</td>
<td>$2,000.00 (M&amp;O)</td>
<td>$2,000.00 (M&amp;O)</td>
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<td>Contingency</td>
<td>Designated</td>
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<tr>
<td>4-3380</td>
<td>Funds for guest speakers, awards, plus duplicating and printing; and plaques for retiring members</td>
<td>$2,000.00 (M&amp;O)</td>
<td>$2,000.00 (M&amp;O)</td>
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<tr>
<td>Council for Women</td>
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<tr>
<td>4-3387 Executive</td>
<td>Funds for two employees to participate in executive management training programs</td>
<td>$10,000.00 (M&amp;O)</td>
<td>$10,000.00 (M&amp;O)</td>
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<td>Management</td>
<td>Designated</td>
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<td>Training</td>
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<tr>
<td>4-3392 Residence</td>
<td>Funds for maintenance of President’s residence</td>
<td>$10,800.00 (M&amp;O)</td>
<td>$10,800.00 (M&amp;O)</td>
</tr>
<tr>
<td>and Apartments</td>
<td>Designated</td>
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<tr>
<td>4-3409</td>
<td>Funds for striping and improvements to parking areas on campus</td>
<td>$74,408.00 (M&amp;O)</td>
<td>$74,408.00 (M&amp;O)</td>
</tr>
<tr>
<td>Acq and Improvement</td>
<td>Designated</td>
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<td>of Parking</td>
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<td>Designated</td>
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<tr>
<td>4-3281 Designated</td>
<td>Discretionary funds for food, refreshments and achievement awards</td>
<td>$130,668.00 (M&amp;O)</td>
<td>$146,645.00 (M&amp;O)</td>
</tr>
<tr>
<td>4-5702 Restricted (gift)</td>
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<tr>
<td>4-5740 Restricted (gift)</td>
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<td></td>
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<tr>
<td>4-6453 VPFSS</td>
<td>Higher Education Assistance Funds</td>
<td>$118,854.24 (capital)</td>
<td>$107,823.00 (capital)</td>
</tr>
<tr>
<td>Capital Higher Ed. Asst. Funds</td>
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</table>
ASSESSMENT ACTIVITIES

In 1995 each office in the division of Finance and Support Services was asked to develop and submit their assessment plan to the FSS Assessment Council and the VPFSS. The VPFSS Office Assessment Plan was as follows:

GOAL: It is the goal of the vice president’s office to solicit information from our customers regarding the services that the office provides. We will use the information as an opportunity to make improvements in our delivery of service.

RESPONSIBILITY: The Assistant Vice President will be responsible for implementing the following plan. Other individuals involved are identified in each activity.

ACTIVITIES FOR NEXT FIVE YEARS:

FY 96 - October 1995
A survey of customers, employees in the FSS Division, other vice presidents, deans, chairs, and selected faculty, will be conducted. Cost is minimal

FY 97 – no activity planned

FY 98 – October 1997
A survey of customers, employees in the FSS Division, other vice presidents, deans, chairs, and selected faculty, will be conducted. Cost is minimal

FY 99 – September 1998
Conduct a peer review using perhaps three vice presidents associated with the TASSCUBO organization. Cost is estimated at $1,000 (maximum) per vice president’s participation, a total of $3,000

FY 00 – October 1999
A survey of customers, employees in the FSS Division, other vice presidents, deans, chairs, and selected faculty, will be conducted. Cost is minimal

Unfortunately, the assessment plan has not been followed with regard to the customer survey because of the involvement of the Assistant Vice President in other projects (e.g., SWT Quality program).

In 1992, when the VPFSS recognized the need to become more service oriented, the FSS Customer Satisfaction Committee distributed a division customer satisfaction
survey. FSS departments were given the option to participate or to conduct their own surveys. The purpose of the survey was to measure faculty, staff, and student satisfaction with staff and services of the offices in the division. The survey was reissued in 1998. The VPFSS Office did not participate in either survey. However, in October 1998 a survey was distributed to faculty, staff and non-SWT constituents for the sole purpose of rating the services and staff of the VPFSS office (as had been scheduled in 1995). Appendix R is a copy of the study report.

Pending the upcoming deadline for the office peer review, the Assistant Vice President prepared and distributed in April 1998 to all FSS departments the “Comprehensive Peer Review Guide,” modeled after the Student Affairs division peer review process. All departments in the division must complete a comprehensive peer review every five years. The purpose of the comprehensive peer review (CPR) is to provide a systematic evaluation process for FSS departments and to help each of them improve their departments and identify opportunities for future development. The goal of the CPR is to examine the quality of each department within a common framework, utilizing a self-study process followed by a peer review. The VPFSS office, having begun the review process in May 1998, will be the first FSS office to undergo a peer review and intends to serve as a model for other offices in the division.

In July 1998 Extended BSC was asked to rate the VPFSS Office using a survey prepared by the Greater Austin Quality Council which addresses the categories used in the Baldrige award process. Specifically these categories address leadership, strategic planning, customer and market focus, information and analysis, human resource development and management, process management, and business results. The survey is intended to be used as a self-assessment instrument, however, the vice president requested members of Extended BSC to rate the office using the survey. The information was compiled and distributed to Extended BSC in August 1998 (Appendix S).

Prior to the development of an assessment plan for the office, the Assistant Vice President coordinated two surveys.

In late 1993 the FSS Employee Enrichment Committee was formed to create a staff development program for the FSS division. A survey was developed in April 1994 with the assistance of staff in the Office of Institutional Research and Planning to help determine the kinds of topics FSS staff would be interested in learning more about. The program officially began the fall 1994 semester and continued through the fall 1995 semester. In December 1995 another survey was distributed to FSS employees to determine if the program should be continued. Survey data from the FSS employees indicated that because of workload and the number of workshops now available staff members were unable to participate in all the programs. Therefore the program was eliminated. The original study report and subsequent survey can be found in Appendix F.
In 1995 the vice president identified $2,000 to be set aside annually for additional recognition purposes for FSS staff. A survey was distributed to FSS staff to determine the best allocation of the funds. Survey results were discussed at an Extended BSC meeting. The FSS Customer Service Award program allows for eight $250 Customer Service awards to be presented by the VPFSS to nominated FSS staff annually in May. A copy of the survey is located in Appendix L.

In November 1997 the VPFSS office staff began working on an office strategic plan for the period FY 1999-2004. The Assistant VP created a planning packet (attached to the VPFSS Office Strategic Plan located in Appendix D) to guide the planning process. Exercises were designed to achieve the institutional required planning sections. Staff members completed a self-assessment survey modeled after the Baldrige Quality Award Self-Assessment Exercise. Results from the November 24, 1997 session were compiled and distributed to the staff to review for modification and identification of goals and strategies.

Other than reviewing other university organization structures regarding their finance divisions, no formal benchmarking has been conducted by the VPFSS Office.

Also in 1998, the SWT Staff Council distributed a survey. Results were sorted by division and shared with each of the respective vice presidents. The Assistant Vice President provided an analysis of the information submitted by FSS employees for ten of the questions. A report was prepared for the vice president and later shared and discussed at the August 1998 Extended BSC meeting. The vice president specifically wanted to know how management intended to address some of the highlighted items and requested that managers spend time in staff meetings discussing those items with their staff. A copy of the FSS Division results for the ten questions is included in Appendix T.
STAFF DEVELOPMENT, RESEARCH AND CREATIVE ACTIVITY

Professional development and creative activity are critical to any organization because they provide renewal, growth and an important sense of knowing what is going on in the ever-changing world with regard to the areas of responsibility for the staff of the VPFSS Office. To these ends, the VPFSS strongly encourages staff development activities. Staff members are supported in their development and creative activities by allocation of time and funding and by inclusion of these activities in goal setting and monitoring in annual staff evaluation discussions. As is evident in the following individual resumes which include summaries of these activities over the last five years, VPFSS Office staff members are involved in quality professional development activities.
William A. Nance
11120 Pebble Garden Lane
Austin, Texas 78739
(512) 301-1423

EDUCATION

Bachelor of Business Administration-Finance  May, 1971
The University of Texas at Austin  Austin, TX
Graduated Cum Laude

EMPLOYMENT

Vice President for Finance and Support Services  02/93 to Present
Southwest Texas State University  San Marcos, TX
Serves at SWT’s chief financial officer. The division includes Accounting, Budgeting, Business Services, Payroll, Personnel, Auxiliary Services, Physical Plant and Campus Construction.

Associate Vice President, Business & Admin. Services  08/91 to 01/93
Southwest Texas State University  San Marcos, TX
Reported to the Vice President. Directly responsible for the offices of Budget, Personnel, Auxiliary Services, and Grants Administration. Additionally handled all bond sales, land acquisitions and leases of space. Assisted the Vice President in all other matters related to the division.

Director of Finance  10/84 to 08/91
Board of Regents, Texas State University System  Austin, TX
Reported directly to the Chancellor of the System. Responsible for all matters presented to the Finance Committee of the Board of Regents, including annual operating budgets, requests for legislative appropriations, and bank depository contracts of the system office and component universities. Prepared and presented special reports to the Board on financial matters. Responsible for maintaining and ensuring that component universities comply with the Board’s investment guidelines and the finance related portions of the Regents’ Rules and Regulations. Coordinated all bond sales of the system by working with the universities and the Board’s Financial Advisor and Bond Counsel. Advised the Chancellor, Chairman of the Board, and the Chairman of the Finance Committee on external and internal audits of the system components and all finance-related legislation.

Served as the system office’s chief fiscal officer. Responsible for all accounting transactions, bank and Comptroller reconciliations, required reports and the preparation of the system office’s Annual Financial Report. Also served as the property manager, records retention manager, safety officer, information resources manager and chief personnel officer.

Responsible for the system-wide employee group insurance program, Section 125 cafeteria plan, blanket fidelity bond, and directors and officers liability insurance. Worked with the Board’s insurance agents and carriers on coverage, negotiating renewal rates and conducted formal bidding when necessary. Chaired the system’s group insurance advisory committee.
Director of Financial Planning Systems  06/81 to 10/84
Texas Higher Education Coordinating Board   Austin, TX

Responsible for the Financial Planning Division’s formula computations for state appropriations to
colleges and universities requested by the legislature and the Governor. Conduct cost studies
and analyses of the formula system recommended biennially by the Coordinating Board. Review
annual audits and budgets of all public institutions of higher education for compliance with state
requirements. Serve as a resource for financial information regarding higher education in Texas
for agencies and institutions in Texas, other states, and national agencies. Administered the
annual Purchased Utility Contingency Fund ($6 to $23 million) for institutions of higher education.

Assistant Director of Financial Planning  08/77 to 06/81
Perform tasks related to the duties above as assigned by the Director of Financial Planning.

Loan Officer   09/71 to 11/74
Responsible for student loan accounts in repayment status for the Hinson-Hazlewood College
Student Loan Program, involving amortization schedule calculations, billing, collecting and
counseling. Also audited records of institutional Financial Aid offices for compliance with program
rules and standards.

AFFILIATIONS

Texas Association of State Senior College and University Business Officers (TASSCUBO)
Member, Executive Committee – 1988 to 1998
Past President – 1994 to 1998
President – 1992 to 1994
President-Elect – 1990 to 1992
Arrangements Chairman – 1988 to 1990
Member, Legislative Affairs Committee – 1986 to 1998
Member, Personnel Practices Committee – 1984 to 1986
Chairman, Committee to Respond to the State Auditor’s Report on Higher Education
Assistance Fund – 1987 to 1998
Chairman, Coordinating Board Committee on Consolidation of Higher Education Insurance
Groups – 1998
Member, TASSCUBO/Council of Presidents Committee on Insurance Group Consolidation
– 1988 to 1990
Member, Committee to Define Other Educational and General Income – 1988 to 1992

National Association of College and University Business Officers (NACUBO)
Southern Association of College and University Business Officers (SACUBO)
Member, Annual Meeting Program Committee 1998-99

ADDITIONAL QUALIFICATIONS

Member, Coordinating Board Infrastructure Formula Study Committee, 1997-98
Member, Coordinating Board University Space Planning Model Committee, 1998
Member, State Auditor’s Advisory Committee on FTE Employee Reporting, 1998
Chairman, Coordinating Board Campus Security Formula Study Committee, 1991-93
Member, Coordinating Board Institutional Support Formula Study Committee, 1993-95
Chairman, Coordinating Board Institutional Support Formula Study Committee, 1995-
Member, Coordinating Board Formula Advisory Committee, 1995-1997
Member, Employees’ Retirement System Group Benefits Advisory Committee, 1993
to present
Chairman, Instructional Administration Formula Study Committee, 1986 to 1992
(Member, 1984 to 1992)
Member, House/Senate Joint Select Committee on Employee Benefits Advisory Committee
Member, Coordinating Board Committee to Study the Feasibility of Converting The Elements of Institutional Costs to the NACHO Format, 1990
Member, Coordinating Board Committee to Define Eligible Expenditures for the Higher Education Assistance Fund, 1998

UNIVERSITY COUNCILS/COMMITTEES

President’s Cabinet, member
City/SWT Liaison Council, member
Executive Planning Council, member
President’s Council for Women in Higher Education, co-chair
University Council, ex-officio
Aquarena Center Coordinating Committee, co-chair
Regental Planning Committee, member
Grants Administration Policy Committee, ex-officio
Patent and Copyright Committee, chair
Business Services Council, chair
Extended Business Services Council, chair
FSS Planning Council, chair
FSS Priority Committee, chair
Executive Sponsor, Quality Process Improvement Teams
  New Employee Orientation Team
  Procurement Team
  Physical Plant Improvement Team

PROFESSIONAL TRAINING AND CONTINUED EDUCATION

Building a High Performance Team 10/91
Total Quality Management 9/93
Sexual Harassment: Identify, Stop, and Prevent 4/94
Quality is Personal 2/95
The 7 Habits of Highly Effective People 12/95
SWT Staff Performance Appraisal Training 11/97
In Search of Jiminy Crickett: Ethics in Higher Education 11/97
Implementing Principle-Centered Leadership 4/98
Commonfund Treasury for the XXI Century 1/99
Nancy K. Nusbaum

Title: Assistant Vice President for Finance & Support Services Planning

Degree: B.S., Home Economics Education
Southwest Texas State University, 1976

Years in VPFSS Office: 19
Years at SWT: 21

EMPLOYMENT

September 1998 to Present
Assistant Vice President for Finance and Support Services Planning
Southwest Texas State University

September 1988 to August 1998
Assistant to the Vice President for Finance and Support Services
Southwest Texas State University

December 1981 to August 1988
Executive Assistant to the Vice President for Finance and Management
Southwest Texas State University

November 1980 to November 1981
Administrative Secretary to the Vice President for Finance and Management
Southwest Texas State University

January 1979 to October 1980
Administrative Secretary to the Associate Vice President for Finance
Southwest Texas State University

August 1978 to December 1978
Secretary II to the Director of Personnel
Southwest Texas State University

March 1977 to July 1978
Clerk Typist to the Director of Planning and Analysis
Southwest Texas State University

PROFESSIONAL LEADERSHIP ACTIVITIES

Professional Presentations


Professional Leadership Activities

Two years as an Examiner for the Greater Austin Quality Center, 1996-1997

PROFESSIONAL INVOLVEMENT

Professional Organizations

National Association for College and University Business Officers – member
Society for College and University Planners – member
Texas Association for College and University Business Officers - member

Professional Training and Continuing Education

Science Buildings, Classrooms, Campus Strategies and Facilities Management Initiatives for Colleges, Universities and Medical Schools, Washington D.C., October 1998
Space Management Workshop, Society for College and University Planning, Atlanta, Georgia, June 1998
National Governor’s Conference on Quality in Education, Dearborn, Michigan, November 1997
Covey’s “First Things First” workshop, Austin, Texas, January, 1997
Creative Training Techniques, two day conference, San Antonio, Texas, May 1996
Facilitator Certification for Covey’s Seven Habits of Highly Effective People workshops, Covey Corporation, Dallas, Texas, August 1995
American Association of Higher Education National Assessment and Quality Conference, Boston, Massachusetts, June 1995
NACUBO’s Strategic Planning and Budgeting, two day conference, San Antonio, Texas, March 1995
National Governor’s Conference on Quality in Education, Albuquerque, New Mexico, April 1995
Seven Habits of Highly Effective People, basic four day course, Covey Corporation, Jake Pickle Research and Conference Center, Austin, Texas, December 1994
Facilitator Skills for Quality Improvement Teams, three day certification training, University of Texas Quality Center, Austin, Texas, March 1994
Problem Solving & Process Improvement Skills, University of Texas Quality Center, Austin, Texas, October 1993
Tools & Techniques in Quality Process, University of Texas Quality Center, Austin, Texas, October 1993
Increasing Professional Productivity, two day conference, School of Business, Southwest Texas State University, Austin, Texas, September 1993
UNIVERSITY SERVICE

Conducted three-day team training three times a year, 1995-1997
Conducted one-day team facilitator training, 1995-1997
Conducted one-day special events facilitator training, 1997
Facilitator for three-day Covey Seven Habits of Highly Effective People
Conducted numerous seminars and workshops for university departments on such topics as Myers-Briggs Topology-Implications for Working Together, Strategic Planning, Mission and Vision Creation for the Department, Quality Core Process/System Identification, Refining your Office’s or Team’s Use of Effective Meetings, and Customer Satisfaction.
Facilitated process improvement teams including the Registrar Student Problem Team and the ID Card Type Team.
Facilitated strategic planning retreats for the departments of Correspondence and Extension, Budget Office, Health PE and Recreation, VPFSS Office, Art, Educational Administration and Psychological Services, Aquarena Center, and Comptroller.
Facilitated meetings for Executive Planning Council.
Served as a Mentor for a new SWT student.

UNIVERSITY COUNCILS/COMMITTEES

SWT Quality Team, February 94 to present
University Assessment Advisory Council
Aquarena Center Coordinating Committee
SACs Self-Study Steering Committee
Facilities Committee, chair
Campus Wide Information Systems (CWIS) Oversight Committee
Staff Development Advisory Council
System Development Council
Business Services Council
Extended Business Services Council
FSS Assessment Council, chair
FSS Planning Council
FSS Priority Committee
FSS Priority Sub-committee, chair
FSS Team Recognition Committee, chair
Staff Employee Recognition Committee, chair
EXPERIENCE

SOUTHWEST TEXAS STATE UNIVERSITY
Office of the Vice President for Finance and Support Services
Executive Assistant, 1988 to present
Provide technical and administrative assistance to the Vice President for Finance and Support Services. Responsible for seeing that reports are compiled on time as well as assist in preparation of reports. Draft correspondence for the Vice President; develop the calendar and coordinate the production of the quarterly report to the Board of Regents; plan and organize social functions within the division; assist in budget preparation and tracking of expenditures for several accounts.

SOUTHWEST TEXAS STATE UNIVERSITY
Secretary to Assistant Vice President for Finance and Management, 1986-1988
Office of the Vice President for Finance and Management

SOUTHWEST TEXAS STATE UNIVERSITY
Secretary to Director of Residence Life, 1985-1986
Office of Residence Life

TERRAIN-KING
Marketing Secretary, 1984-1985

SOUTHEAST MISSOURI STATE UNIVERSITY
Cape Girardeau, Missouri
Office of the Provost
Administrative Secretary, 1981-1984

NASH CONSTRUCTION COMPANY
Huntsville, Texas
Secretary to President, 1979-1981

PENNSYLVANIA STATE UNIVERSITY
State College, Pennsylvania
Administrative Secretary to Dean of Liberal Arts, 1973-1978

EDUCATION

SOUTHEAST MISSOURI STATE UNIVERSITY, attended in 1982

ADDITIONAL QUALIFICATIONS AND COMMITTEES
Chair of the FSS Newsletter Team
Member, Business Services Council and Extended BSC
Member, FSS Planning Council and Priority Committee
Member, Mediation Advisory Council
Serve as SWT Mediator
1995, 1996, 1997 - Served as division segment leader for the SWT University Fund Drive
1996 - The 7 Habits of Highly Effective People
1997 - Presenter at Mediation: A New Tool for the Supervisor’s Belt
1998 - Mediation Workshop to Update Skills
DARLYNE R. LOWMAN
3603 Hunter Road • San Marcos, Texas 78666 • 512/353-0638

OBJECTIVE

Provide accurate, dependable and timely secretarial support to the VPFSS and Assistant Vice President

SKILLS

Typing 90 wpm, Microsoft Word software, WordPerfect software, Excel spread sheet, 10-key by touch, FAX machine operation

EDUCATION

University of Texas, Austin 1960 - 1962
Sul Ross State University 1962-1964
Bachelor of Business Administration, May, 1964

EXPERIENCE

SOUTHWEST TEXAS STATE UNIVERSITY
Office of the Vice President for Finance and Support Services
Senior Administrative Assistant, December 1, 1986 to present
Began work as staff secretary, title change to administrative secretary and currently senior administrative assistant. Provide administrative/clerical assistance to the VPFSS and Asst. VPFSSP -correspondence, reports, handouts, chrono file, e-mails, campus-wide mailouts, completion of purchase orders, travel paperwork and transmittal of construction checks. Also provide general receptionist duties of answering the phone, pick up mail in student's absence, open and route mail. Maintain daily, weekly, monthly calendars for VPFSS and Asst. VPFSSP. Schedule meetings, arrange for equipment, arrange for refreshments, and coordinate staff recognition activities (employee of month, FSS team awards, SWT team awards and employee of year luncheon). Help write articles for FSS newsletter and Personnel Bulletin (employee of month article).

WIDE-LITE CORPORATION
President Office
Administrative Assistant , April 1977-September 1986
Secretarial duties performed for President, two Executive Vice Presidents, Controller and Manager of Accounting at various times.

SOUTHWEST TEXAS STATE UNIVERSITY
LBJ Student Center
Secretary to Director Student Center, 1972-1976 and 1968-1969
UNIVERSITY SERVICE

FSS Newsletter Team, member
FSS Social Functions, member
SWT Mentor

PROFESSIONAL DEVELOPMENT AND CONTINUED EDUCATION

IBC/RBC Entry Training Workshop
Excel Spreadsheet Workshop
Changes in SWT Purchasing Process
DocuTech & Splash Training
State of Texas Contracts for Lodging, Airlines and Rental Cars
Exceeding Customer Service Expectations: An SWT Tradition
OBJECTIVE

To obtain a financial management, analyst or accountant position with a private or public organization.

EXPERIENCE

SOUTHWEST TEXAS STATE UNIVERSITY
Office of the Vice President for Finance and Support Services
System Analyst II, 1990 - Present
Liaison between the Budget, Payroll, Personnel and Student Employment offices and Information Systems and Services in identifying and communicating system problems, strengths, weaknesses, resolutions and potential enhancements or improvements. Coordinate the system development life cycle (design, development, maintenance, documentation and training) of Budget, Payroll, Personnel and Student Employment software sub-systems. Analyze, interpret and evaluate the needs of a specific area within the university or the impact of a given system or legislative action to existing university systems or databases and coordinate changes. Provide data security to Budget, Payroll, Personnel and Student Employment data entry/update/inquire programs by serving as the security administrator by granting/revoking menu access and coordinating all nightly batch programs scheduled each night. Maintain the university organizational chart and account information through the maintenance of the departmental unit database.

SOUTHWEST TEXAS STATE UNIVERSITY
Office of Internal Audit
Senior Staff Auditor, 1988 – 1990
Audit all areas of the university for compliance with State and Federal regulations, as well as other regulatory agencies and internal policy and procedures. Review and analyze data to determine if proper controls have been established and if entries made in the ledgers followed acceptable accounting and audit standards. Prepared audit finding reports for management and made recommendations for the improvement of controls and accounting practices effecting daily operations.

INTERFIRST BANK OF AUSTIN
Administrative Officer|Teller Operations Manager, 1983 – 1987
Managed the teller operations for two drive through facilities and one armored car commercial night drop facility along with the budget responsibilities for each. Was responsible for supervising two area supervisors and thirty full time and part time tellers. Responsibilities included interviewing, hiring and training of the prospective tellers and insuring the continued development of current staff through evaluations and training. Analyzed new teller procedures and proposed changes in the current operations, thereby reducing losses by 66% with training seminars in the use of the new "On-line Teller System."

FIRST NATIONAL BANK OF KERRVILLE
Auditor and Compliance Officer 1981 - 1983
Assisted in the preparation of the banks annual budget. Implemented and automated the banks asset and liability management system from Vineing Sparks. Revised all of the banks audit procedures and programs. Audited the bank and seven million dollar trust department records using standard audit procedures and confirmation practices.
TEXAS COMMERCE BANK OF AUSTIN
Assistant Cashier/Assistant Manager of Revolving Credit Dept. 1980-1981
Managed operations for a fifteen million dollar credit card department with a card holder base of forty thousand and an department staff of fourteen. Analyzed the overdraft protection program "Quick Credit" and assisted in design and maintenance of the programs.

TEXAS COMMERCE BANK OF AUSTIN
Credit Card Operations Supervisor 1978 – 1980
Investment Assistant 1978
Auditor I 1977 - 1978

CAPITAL NATIONAL BANK OF AUSTIN
Internal Auditor 1972 – 1977
Teller/Vault Supervisor 1971 – 1972
Commercial Teller/Main Lobby and Drive Through 1970 – 1971

EDUCATION
SOUTHWEST TEXAS STATE UNIVERSITY
Occupation Education Management & Accounting 1988 - 1989

SOUTHERN METHODIST UNIVERSITY
Intermediate Banking Degree I American Institute of Banking 1982

AMERICAN INSTITUTE OF BANKING - SAN ANTONIO
Working towards Intermediate Banking Degree I AIB Honor Student 1981 - 1982

AMERICAN INSTITUTE OF BANKING - AUSTIN
Working towards Intermediate Banking Degree I AIB Honor Student 1972 - 1980

ST. EDWARDS UNIVERSITY
Major in General Business 1975 - 1980

MILITARY EXPERIENCE
United States Navy Submarine Service
Quartermaster, Second Class Petty Officer 1967 - 1970
Trained in Navy Sea Air Land Unit (Seals) for combat readiness, beach landings reconnaissance and special operations. Trained in Navy Quartermaster School for harbor master navigation and celestial navigation. Stationed on a nuclear fast attack submarine I was responsible for maintaining the boats navigational charts and manuals. When at sea, my duties were to chart the location of the submarine via land marks or celestial navigation and to keep a charted record of the boats location at any given time. I was also responsible for setting and updating the ships internal navigation system (SINS) by entering the latitude and longitude coordinates via binary code into the computers and for the repair and upgrade of the SINS system.

UNIVERSITY COMMITTEES/TEAMS
- RBC Template Committee as Chair
- Payroll Feasibility Team
- Budget Feasibility Team
• State Human Resource Information System (HRIS) - Serving on the Payroll and Personnel Task Force Committees representing Southwest Texas State University
• ISS Desk Review Committee
• Process Improvement Team - SDC Sub-Committee

SKILLS
• Problem Solving using Quality Principles
• PC skills with Windows 95 and some Windows NT and MAC systems
• PC repair, maintenance and upgrades
• Word Processing - MS Word, WordPerfect and Ami Pro
• Spread Sheet Programs - Lotus, Excel and Quattro Pro
• Data Base Programs - Alpha 5, Access and Approach
• Diagraming Tools - EasyFlow, Flow Charting II+, Micrografx and SnapGraphics
• Use of Mainframe software and structures
• Interview Techniques and Time Management skills
• Typing and Ten Key Calculator by touch
• Public speaking through effective verbal presentation
• Fund Accounting and the use of general accepted accounting principles

PROFESSIONAL TRAINING/CONTINUING EDUCATION
• Government Technology Conference ’99, Austin, Texas, The fundamentals of Web Development: Enhancing Your Skill, Improving your Site, February 1999
• Texas Association of State Senior College and University Business Officers, Recognizing the Need for Change; Legislative and Other Information, Austin, Texas, February 1998
• SWT Staff Development, SWT Staff Performance Appraisal, January 1998
• SWT Staff Development, Year 2000 Assessment and Mitigation, January 1998
• SWT Staff Development, Minimizing Your Risks with the Family Education Rights and Privacy Act (FERPA, aka the Buckley Amendment), October 1997
• Rockhurst College Continuing Education Center, National Seminars Group, Austin, Texas, Troubleshooting and Maintaining PC’s, May 1997
• SWT Quality, Quality Team Training, January 1997
• SWT Staff Development, The Open Records Act: Procedures and Pitfalls, January 1996
• Texas Association of State Senior College and University Business Officers, State of Texas Officials, June 1992
• SWT Staff Development, Building a High-Performing Team, October 1991
• SWT Staff Development, Connections Customer Service Training Program for Support Staff, August 1990
• Dun & Bradstreet Business Education Services, Austin, Texas Lotus 123, June 1990
OUTREACH: UNIVERSITY AND COMMUNITY SERVICE

University Service

The university service activities that are described for each staff member in the Staff Development, Research and Creative Activity section demonstrate the strong commitment of the VPFSS Office to university service. Staff members chair and serve on university committees, councils or task forces; make presentations to various university groups; conduct workshops on topics such as quality principles and RBCs; serve as facilitators for planning retreats and process improvement teams; and serve as mediators. In addition, staff members are either currently serving as or have served as mentors to university students.

Community Service

Due to the nature of the job responsibilities of the vice president, he is often asked to participate in various community committees and attend various meetings. The following is a brief list of recent activities:

- Bill Nance participated in the preparation of the Mayor's Blue Ribbon Committee on Tourism Development
- Bill Nance served on the Mayor's Blue Ribbon Bond Committee on the Drainage Utility Subcommittee.
- Bill Nance has a monthly luncheon/meeting with the San Marcos City Manager and the Assistant City Manager to discuss issues of mutual concern to SWT and the City of San Marcos.
- Bill Nance is a member of the SWT/City Liaison Council that meets twice a year to discuss areas of mutual concern between the university and the city.
- Mr. Nance has met with John D. Edwards, a transportation consultant, for the city of San Marcos and San Marcos Main Street to discuss "A Parking Management Plan for Downtown San Marcos." This involved the Fire Station Studio parking lot in particular.
- In 1994 and 1995 Mr. Nance served on the Citizens Advisory Committee for the City of San Marcos that wrote the San Marcos Horizons Master Plan.

The Assistant Vice President has served as facilitator and scribe for the Central Texas Medical Center's Foundation Board and during a community-wide long range planning session on “Serving up the Arts in San Marcos”. 
During the past five years staff members have served as board members for such organizations as the San Marcos Women's Sports Foundation, San Marcos Little League Association, the League of Women Voters, and the San Marcos Heritage Association.
FINDINGS AND RECOMMENDATIONS

As recent as November 1997 VPFSS Office staff members discussed their strengths, weaknesses, opportunities and threats.

STRENGTHS

- Communication within the office
- Communication within the division from the VP office
- Communication with other offices
- Teamwork within the office
- Equally doing their jobs (no sloughing off)
- Openness and friendliness of the vice president
- Recognition programs established in the division (social events, team awards, bonus awards)
- Committed, caring people
- Experience of the different individuals
- Length of service of staff – stability and knowledge of the university and its operations
- Reliability of staff
- Good relationships with TSUS staff, Coordinating Board, TASSCUBO, state agencies
- Often time serve as models both internally and externally to SWT
- Strive for outstanding customer service

WEAKNESSES

- Lack of time to get everything done
- The vice president is not able to get out to visit division offices because of hectic schedule
- Managers in the division are not being held accountable
- There are managers in division who are resistant to change, taking on new responsibilities
- Skill of the office staff in using computers
- Managers in the division do not share information with their subordinates (up and down)
- Lack of recognition of authority of office staff by managers in the division
- Cannot keep up with technology

OPPORTUNITIES

- Retirement of key managers in division in upcoming years
- Office program review to be conducted Spring 1998
- Dissemination of information on the web

THREATS

- Continual state and federal mandates
- Continued financial pressures prevent time and resource commitment to quality process improvements
- Ad hoc crisis generated by TSUS office (short deadlines)
- Deadlines established by other agencies
- Increasing and ever changing customer expectations
- Providing quality services to growing off campus programs
The strategic plan for FY 1999-2004 was developed to help reduce or eliminate weaknesses, address threats, take advantage of opportunities and build on strengths as noted in the following goals:

- Improve the productivity and efficiency of management in FSS.
- Improve the productivity and efficiency of staff in the vice president’s office.
- Ensure that information provided via the vice president allows for timely and informed decision-making and planning by others.
- Encourage effective communication throughout the division and university.
- Value and recognize the achievements of staff in the division.
- Promote ethnic, gender and cultural diversity.

In the short period of time since the plan was developed, progress has been made, however, much more needs to be done as was discovered from analyzing the results of the VPFSS Office Customer Satisfaction Survey conducted in October 1998 (Appendix R).

The SWOTs analysis conducted by the staff in November 1997 was validated by the responses received in the survey as follows:

**Strengths:**

Communication within the division from the VP Office – The response rate from FSS staff indicates only 47.37% agree that information is clearly communicated (almost always). It should be noted that the written comments reflect the communication problems being more with the next management level rather than with the vice president.

Communication with other offices – 80% almost always by non-FSS staff

Openness and friendliness of the vice president – while these are two performance traits that were not included in the survey, the response rates for the performance traits of the vice president ranged from 73.20% to 86.18% overall (FSS staff and non-FSS staff).

Committed, caring people and experience of the different individuals – while these are two performance traits that were not specifically included in the survey, the response rates for the performance traits of the office staff ranged from 71.61% to 78.48% overall (FSS staff and non-FSS staff).

**Weaknesses:**

The vice president is not able to get out to visit division offices because of hectic schedule – comments received from the survey support this as a weakness
Managers in the division do not share information with their subordinates (up and down) – comments received from the survey support this as a weakness, 46.32% FSS staff responded “information is clearly communicated” as needing improvement.

The area of “responsiveness” in the survey provided unexpected response rates particularly with regard to decision-making. There were also five responses where significant numbers of FSS staff responded “almost never” for the answer. The VPFSS Office will review these findings carefully in the immediate future.

While undergoing this self-study some actions were initiated to help resolve problems in the office.

As a result of the Assistant Vice President taking on more responsibilities with regard to space management and facilities issues, it was determined that additional clerical support was needed. The Senior Administrative Assistant provided some clerical support, however, she was unable to provide the level of support required because of outdated computer hardware and software. New equipment with software compatible to the Assistant VP’s was ordered and installed in early March.

Upon the voluntary termination of the student worker hired to create and maintain web pages for offices in the FSS division, attention to web pages has been limited to time available by the Assistant Vice President or the Systems Analyst II. Both individuals have the skill to develop less creative pages but knowledge of the more creative graphic work is limited. A planning analyst is scheduled for hire in early 1999. One of the assignments for this individual will be developing and maintaining web pages for the office and division.

Another job responsibility of the planning analyst will be to maintain the university’s facility inventory and prepare associated reports. Many institutions have offices dedicated to space management. Funding is not available for this to occur at SWT. Current staff in the office cannot assume these job responsibilities without negatively impacting their current workloads.

PROPOSED RECOMMENDATIONS

Resulting from VPFSS Office Customer Satisfaction Survey:

- Ensure the VPFSS Office Customer Satisfaction Survey is conducted every two years, thereby, providing an indication of continuous improvement.

- Discuss the results of the survey with Extended Business Services Council to: a) determine why FSS ratings were so much lower than the non-FSS ratings, and b) emphasize the need for better communication within the division.
• Review the processes where the lowest ratings were provided, discuss needed improvements and implement changes.

• Make concerted efforts for the Vice President to hold more brown bag lunches and impromptu office visits.

• Consider focus groups within the division for determining what improvements could be made to the recognition programs surveyed.

Resulting from Self-Study:

• Ensure the individual hired as planning analyst has the needed skills for the job responsibilities identified for the position.

• Re-evaluate organization of division after hire of Assistant Vice President for Facilities and Assistant Vice President for Financial Services/Treasurer to determine if goals of the VPFSS Office will be met.

• Continue evaluation of the services and activities of the VPFSS Office with emphasis on customer satisfaction and outcomes.

• Continue to improve the quality and effectiveness of the services and activities by employing up-to-date techniques, strategies and resources.

• Provide sufficient training for the Assistant VP, Planning Analyst, and Senior Administrative Assistant with regard to Coordinating Board requirements for updating and maintaining the SWT Facilities Inventory since these are newly assumed job responsibilities within the office of the VPFSS.

• Upgrade systematically the computer hardware and software for each staff member and the division server.

• Upgrade systematically the technological skills of the staff to maximize the use of office equipment/systems.

• Continue our strong internal and external staff development efforts.

• Continue to collaborate with other offices and groups in order to maximize use of office resources and staff energy.
APPENDICES

A. 1993 Statement of Philosophy for Division of Finance and Support Services
B. 1998 Revised Statement of Philosophy for Division of Finance and Support Services
C. Division of Finance & Support Services Organization Chart
D. VPFSS Office Strategic Plan and Strategic Planning Retreat Packet
E. FSS Newsletter – “Reflections – FSS News and Views”
F. FSS Employee Enrichment Program Surveys and Results
G. Red Border Memorandum
H. FSS Division Policies – Table of Contents
I. FSS Brochure – Working Together for SWT
J. FSS Home Page
K. FSS/PPS 04.04.10, FSS Team Recognition Program
L. 1995 FSS Team Recognition and Award Survey
M. Criteria for FSS “Customer Service Award”
N. Guidelines for FY 1998 Staff Performance Awards
O. Miscellaneous Birthday Cards, Christmas Cards, and Holiday Letter
P. FSS Priority Sub-Committee Project List
Q. Facilities Audit Packet
S. VPFSS Office Survey Completed by Extended BSC (1998)
T. 1998 Staff Council Survey – FSS Responses