# FINANCE & SUPPORT SERVICES
# PLANNING GUIDE
# FOR 1999-2004 STRATEGIC PLAN

## Achieving FSS Division Effectiveness
## Through Performance Measurement

## SOUTHWEST TEXAS STATE UNIVERSITY
## SAN MARCOS, TEXAS 78666
## JULY 1997

# TABLE OF CONTENTS

## ADDENDUM

- Planning/Assessment Template for FSS Division

- Planning/Assessment Review Sheet/Questions to Ask

- Examples of Partial Strategic Plans
    - Purchasing - HUBs
    - Personnel - Customer Satisfaction

- SACS Criteria Applicable to FSS Departments

# A.  INTRODUCTION

Executive Planning Council (EPC) established the purposes of planning at SWT. The planning process will accomplish the following:

- Guide the division and institution toward achieving its vision through goal and objective statements.

- Reflect division and institutional goals and objectives in the development of the university budget.

- Assess progress toward achievement of goals and objectives at all levels with the use of performance indicators and measurements.

- Support the integration of planning, budgeting and assessment at the department, division and institutional levels.

- Involve a large number of the university community in the development of plans at various levels of the institution.

- Direct the use of assessment results to improve processes and revise plans.

- Report to the community on the progress toward achieving our goals and objectives.

There are two areas of emphasis reflected in this planning process:  focusing on core processes and integrating planning, budgeting and assessment.  In addition, FSS departments will review the Southern Association of Colleges and Schools Criteria for compliance and inclusion in departmental plans if necessary.

**FOCUSING ON CORE PROCESSES**

Past plans focused mostly on new activities and trying to get money to support the new activities.  Plans did not necessarily look at how we could improve our core processes to achieve the mission of the institution.  Plans should impact our daily performance, improve service to all our customers, and direct change as we move into the future.  We can accomplish this by including in our plans the review and improvement of our core processes.

A process is a series of interrelated actions directed at accomplishing a goal/outcome through a sequence of repeatable activities, with a starting and ending point.  For example, a student acquires an identification card.  The process would consist of all the actions required to take place for the student to receive the identification card.

A core process is one that is essential to fulfilling the organization's mission, achieving success in its endeavors, and meeting the needs of its customers.  For example, a student must be enrolled before attending class.  The core process in

this case would be admissions (i.e., actions necessary for applying and securing acceptance).  If a core process is eliminated, the character of the organization is changed.

EPC has identified SWT's core processes as follows:

SWT's <u>institutional core processes</u> are:
- Teaching, learning and student development
- Research, scholarly and creative activity; and
- Service.

SWT's <u>supporting core processes</u> are:
- Enrollment management,
- Human resource management,
- Financial resource development and management,
- Information services support, and
- Physical facilities development, utilization, and maintenance.

Administrative departments may or may not have processes in all areas of the institutional and supporting core processes listed.

## INTEGRATING PLANNING, BUDGETING AND ASSESSMENT

The second area of emphasis for this planning cycle is on integrating planning, budgeting and assessment.  We often plan without sufficient budgeting information and have not been good about assessing our performance.  With the ten-year reaccreditation by the Southern Association for Colleges and Schools (SACS) coming up in 1999, we must make sure that all these processes work together and support each other.

The FSS Division of SWT is committed to institutional effectiveness - a responsible, continuing program of planning and assessment for its programs and services. Institutional effectiveness defined is:  validating that we accomplish our objectives. Simply put, we a) establish intended outcomes, b) conduct the activities with the outcomes in mind, c) assess the outcomes, and d) implement improvements to enhance effectiveness.  The main purpose of institutional effectiveness is program improvement.  We will achieve this by reviewing our core processes.

Institutional effectiveness is an ongoing activity with reporting that is annually repetitive.  Timeframes for administrative departments in the FSS Division will be stated in fiscal years (e.g., beginning in September and ending in August of the following year).

Assessment reports (accomplishment reports) in FSS will be produced each fall, spring and summer sessions.  Reports will include:  a) a review of accomplishment of each goal, b) assessment activities used to determine performance, and b) statements of subsequent actions that are planned to achieve the goals.  Noteworthy

progress or areas in need of focused attention are to be highlighted in the reports prepared by each BSC manager for submission to the VPFSS.

**SACS Requirements For Planning And Assessment**

In this document, the *Criteria* refers to the <u>Criteria for Accreditation</u>, Southern Association of Colleges and Schools, Commission on Colleges, 1996.

Section 3.2 of the *Criteria* states:

"Planning and Evaluation:  Administrative and Educational Support Services

In addition to providing evidence of planning and evaluation in its educational program, the institution must demonstrate planning and evaluation in its administrative and educational support services.  For each administrative and educational support service unit, the institution must

1. establish a clearly defined purpose which supports the institution's purpose and goals
2. formulate goals which support the purpose of each unit
3. develop and implement procedures to evaluate the extent to which these goals are being achieved in each unit
4. use the results of the evaluation to improve administrative and educational support services.

Each unit, in its planning and evaluation processes, should consider internal and external factors and should develop evaluation methods which will yield information useful to the planning processes of that unit."

**Before beginning any departmental planning, FSS departments <u>will</u> review the SACS Criteria "Must" statements that are applicable to their departments for compliance.  Strategic plans should include strategies for strengthening compliance and/or strategies for achieving compliance.   (FSS related "must" statements are included in the Addendum.)**

# B.  INSTITUTION PLANNING PROCESS AND CALENDAR

The following is taken from the SWT Planning Guide, p. vii.  It outlines the planning process and calendar to be followed for the university.  The division process and calendar follows the institution process, however, it is specific to the FSS Division. Included is a mid-point review stage not included in the university cycle.

# C. DIVISION PLANNING PROCESS AND CALENDAR

| | |
|---|---|
| July 30, 1997 | BSC Planning Retreat |
| August 1997 | FSS Planning Guide distributed to Extended BSC |
| Aug - Nov 3, 1997 | FSS Departments develop departmental plans |
| | Begin by assessing compliance with SACS Criteria Must Statements applicable to the departments. |
| | Collaboration in the way of input from other departments, schools, divisions with similar interests should be used to develop plans. |
| **November 3, 1997** | **BSC review preliminary plans with VPFSS** |
| Dec 97-Jan 98 | As appropriate, administrative departments should integrate into their plans, activities they can implement to support academic plans. |
| **January 30, 1998** | **Departmental plans due to the Vice President for Finance & Support Services.** VPFSS approves departmental plans and assures linkages to the university plan. |
| February 27, 1998 | Vice Presidents, working collaboratively within their divisions and across divisions, will draft divisional plans. Division plans are due to the President. |
| March 1998 | School and division plans are approved at EPC |
| May 1998 | Budgets are developed using approved plans. |
| September 1998 | Plans are implemented. |
| October 1999 | Plans are monitored and assessed. Reports on the activities accomplished will be submitted to the VPFSS. |
| Fall 1999 | Update department/division plans (two year cycle). |

# D. PLANNING/ASSESSMENT METHODOLOGY

Each department in the FSS Division must:
- have a vision statement,
- have a clearly defined mission,
- analyze and communicate their current status (include compliance with SACS),
- list their core processes,
- state their goals,
- identify and implement performance measurements with budget and timeframe noted,
- and demonstrate the results are used for improvement.

The ultimate goal of identifying performance goals and measurement is to achieve departmental improvement and effectiveness.

The purpose of these guidelines is to provide a common base for planning and assessment activities for use by all FSS division departments. While each plan is to be prepared in the prescribed format (see template and examples in addendum), the method described below for achieving a final product is only a suggestion. **Departments may choose any method of planning as long as the final document contains the elements listed above.** Departmental documents will be assembled into a complete division plan.

Planning Timeframe: 6 year period (e.g., FY99-04)

Division: Finance and Support Services

Department: Name of department, name and telephone number of department Director/Manager

Vision: Create or review the vision statement. The vision statement should articulate a view of a realistic, credible, and attractive future for the department. A vision provides a framework for understanding the department's purpose. A vision provides a motivational pull towards what is to be achieved.

> Attributes of a Vision:
> Easily understood - it's clear
> Easily remembered - it's short
> Visualizes success - it's possible
> Can be understood - it's simple
> Can be lived with in the future - it's durable
> Inspires us to action - it motivates
>
> **We see visions - they picture what we ultimately choose to achieve.**

<u>Mission</u>:  Create or review the mission statement.  The mission statement expresses the purpose and direction of the department.  It is used as a motivating guide for the performance of its members and a basis for making decisions about long-range and day-to-day plans and tasks.

> <u>Three Core Elements of a Mission</u>:
> Purpose - Why does the organization exist - what is its purpose?
> Customers - Who will receive the services/products?
> Values - How does the organization serve its customers; its values about quality of the product(s)/service(s)?

The length may vary according to size and complexity of department.

**We have missions - they tell us what business we are in.**

Make sure there are no conflicts between your department vision/mission and the divisional or institutional vision/mission.  SWT and FSS division vision and mission statements are in Section E.  Key Institutional/Divisional Statements.

<u>Analysis of Current Status</u>:
**This section will include compliance or noncompliance with the SACS Criteria "Must" statements that are applicable**.

In addition, review current departmental plans.  What do you want to carry forward in the future?  What is no longer relevant? Where is the department now with its programs and services?

Develop a set of opportunities and threats and a set of strengths and weaknesses.  This will be used later when developing your performance indicators.  You should plan to take advantage of the opportunities, avoid or minimize the threats, take advantage of the strengths and improve areas of weakness.

<u>Core Processes</u>:  Identify the "institutional core processes" and "supporting core processes" of the department.  (Refer to A. Introduction for definition of process.)

> Examples for Personnel Office:
> > Supporting Core Process:  Human Resource Management
> > > Posting Job Vacancies
> > > New Employee Orientation
> > > Conducting Job Audits
> > > Insurance Enrollment

Once departmental core processes have been identified, answer the four planning questions that follow:

> By improving the _____ process, would your department:

- Enhance our quality and prestige?
- Increase the retention and success of students?
- Promote ethnic, gender and cultural diversity in the SWT community?
- Increase SWT's leadership and presence in the surrounding metropolitan area, with special emphasis in North Austin and Williamson County?

Anwers to these questions will help you to determine what is important and fundamental to your department and the customers of your department.

Customers:  Identify your customers.  Identify their needs and expectations in relation to the department's core processes by asking your customers.  In this first year of the planning cycle you may not have time to ask the right questions. However, in future years you will need to determine this and can do so with surveys or focus groups.  Do not rely on your "assumptions" of what your customers want and need - they will most likely be different.

Goals:  Identify **three to five goals** that the department determines to be the most important and fundamental to the department.  Do this by reviewing the answers concluded from the four planning questions and your customers needs and expectations.  Ask, "where should the department be"?

> Examples of goal statements:
> 1. Meet the General Services Commission's adjusted HUB goals. (since this a mandate, it is considered to be important to achieve)
> **2.** Ensure customers are satisfied with the quality of services provided by the _____ office. **(since all FSS departments are service oriented and the mission of the division is to achieve outstanding service, each FSS department will have a customer satisfaction goal)**
> 3. Provide sound financial stewardship to maximize the availability of resources.  (since the mission of the division is to achieve fiscal integrity, this goal is important to those departments charged with financial stewardship)

It is important that each goal be formulated so as to permit progress toward achievement.  As many goals may be included as appropriate depending on the size and complexity of the department; however, we are encouraging limiting the number to three to five goals.  Department and division plans must support the university goals and priorities.

**We pursue goals - they tell us what outcomes we choose to work towards.**

Performance Indicators:  Develop performance indicators for each goal statement. These should be stated in realistic terms, be limited in number, and be measurable. Achievement of performance indicators will result in achievement of the goals. Performance indicator statements may be quantitative (direct measures or counts)

or qualitative (attitudinal measures of client satisfaction) in nature, with neither having a natural preference over the other.

Plan to take advantage of the opportunities you have previously identified, avoid or minimize the threats previously identified, take advantage of the strengths previously identified, and improve your areas of weakness.

> Examples:
> 1. The Purchasing Office, with the assistance of SWT HUB Coordinators will a) achieve increased use of HUB's by user departments, b) ensure compliance with applicable State HUB rules and laws, and c) adhere to TSUS HUB policies.
> 2. 85% of Personnel's customers will indicate a satisfaction level of satisfactory or above.
> 3. Ensure accountability for the financial assets of the Aquarena Properties. Variances of more than ten percent, either over or under projected amounts, will be closely monitored and explained.

Performance Measurement:  State the method/assessment tool(s) that will be used to evaluate the achievement of a performance indicator (e.g., surveys, reports, tracking systems, etc.).   May also include an external evaluation (e.g., by a neutral person who is knowledgeable in that particular area, otherwise known as a program review).

Each performance indicator must have one means of assessment (method for verifying how effectively or successfully the outcome was achieved).  As many assessment criteria as desired may be included for each performance indicator; however, one should be mindful how much information will need to be tracked.

Measuring performance is a key component of change and improvement.  It is a way to compare where a department is, with where it strives to be, in reaction to or anticipation of change or improvement.

> Examples:
> 1. The State of Texas semi-annual and annual HUB reports for the fiscal year will indicate SWT's increased use of HUBs.  Purchasing will track the number of contacts (workshops, etc) with user departments.  Purchasing will monitor compliance with applicable rules and laws.
> 2. A customer satisfaction survey will be distributed every two years to assess satisfaction of services.
> 3. Monthly profit/loss statements will be reviewed by the VPFSS for financial stability of the Aquarena properties and reported to the TSUS Board of Regents.

Measurement Results:  This section is intended to present and/or interpret the findings of the assessment process.  (There may be no action reported depending on the timeframe that the assessment is to be conducted in relation to the reporting of actions taken.)  For qualitative measures perceived trends might be described and critiqued.  It could be indicated that a satisfactory situation exists or that some

improvement appears to be needed.  For quantitative measures it would be appropriate to provide in tabular form a recent history of available data, say five years.  Use of results should eventually be incorporated into routine operations.

Examples:
1.  SWT HUB results for FY96 (unadjusted for overutilized HUBs) as compared to State HUB Goals (unadjusted)

|  | State | FY96 |
|---|---|---|
| Construction: | | |
| Heavy | 11.9% | 0.00% |
| Building | 26.1% | 0.00% |
| S. Trade | 57.2% | 21.7% |
| Service: | | |
| Professional | 20.0% | 13.9% |
| Other | 33.0% | 1.5% |
| Commodity | 12.6% | 14.7% |

2.  A Customer Satisfaction Survey will be conducted in October 1999. (NOTE:  this also could read:  Customer Satisfaction Survey indicated an 80% satisfaction level with services provided.)

3.  Monthly reports indicate some Aquarena Properties continue to lose money and some continue to make money.  Variance reports satisfactorily explain losses.

Results Utilization Plan:  Corrective actions should be listed that have been or will be taken following analysis of the assessment process.  If assessment indicates that no change is needed, this fact should be so stated.  Contingencies based upon funding considerations may be included as appropriate.

Examples:
1.  Conduct additional internal HUB informational sessions with end user department supervisors.  Distribute HUB utilization information to the university community.  Assist potential HUBS to become Texas certified.
2.  Implement changes/needs requested by customers and resurvey to determine if a greater number of customers are satisfied.
3.  Set up monthly/weekly meetings with directors in charge of Aquarena properties to review financial statements and to identify corrective actions to take to reduce losses.

Budget:  Corrective actions should indicate resources needed to achieve the action and potential funding source (e.g., current operating or new source).

Timeframe:  Include expected completion date during the five year period in which successful implementation occurs.

Related performance indicators, performance measures, measurement results, results utilization plan, budget, and timeframe should be grouped with the associated goal.

Once academic department plans are available in mid-Fall, administrative departments will edit their draft plans to include goals/performance indicators that complement the academic plans.

## E. KEY INSTITUTIONAL/DIVISIONAL STATEMENTS

- Working Vision Statement for SWT
- SWT Mission Statement
- Statement of Core Values
- SWT Quality Statement
- FSS Division Vision
- FSS Division Mission
- FSS Statement of Philosophy

## Working Vision Statement For SWT

During the next decade, Southwest Texas State University will take the lead in creating a truly learner-centered environment in which dynamic forces are in balance.  We offer students the advantages of both a small college and a large, multifaceted university.  We value research and creative activity, still recognizing that teaching and learning are our central mission.  The classroom experience is the heart of SWT, but we also encourage extracurricular activities and leadership development.  We teach the skills that will prepare students for jobs tomorrow, while we introduce them to ideas that will broaden their lives forever.

We are dedicated to carrying out this vision so well that by the year 2005, SWT will be recognized as one of the top three public universities in Texas.

Approved by EPC on June 13, 1996

# Mission
# Southwest Texas State University

Southwest Texas State University's (SWT) mission is to provide effective teaching supported by research for the advancement of knowledge and service to the community. SWT is a comprehensive public university committed to providing an intellectually stimulating and socially diverse climate for its graduate and undergraduate students, faculty, and staff. At SWT, we believe the primary purpose of higher education is to promote learning and stimulate inquiry in an atmosphere of freedom.

Southwest Texas State University is a comprehensive institution of higher education offering undergraduate and master's level instruction, as well as doctoral programs in geography, dedicated to effective teaching, the advancement of knowledge and artistic expression, and to serve as a resource for the surrounding region. The University believes that all students should develop broad knowledge upon which to build specialties, the ability to marshal their thoughts, and the skill to express their thoughts effectively in oral and written form. To meet these general goals, Southwest Texas State University commits itself as follows:

1. To provide undergraduate students with a broad base of communal knowledge, derived from a clearly defined sequence of courses in the freshman and sophomore years designed to build college-level competencies, complemented by specialized courses of student selected from a comprehensive range of undergraduate programs.
2. To provide graduate students the opportunity to enhance their knowledge in a variety of specialized programs through research, creative expression, or advanced study.
3. To contribute to the greater body of knowledge in specific disciplines through research, scholarship and creative expression.
4. To serve as a professional, educational, and cultural resource to the local area and the larger community by providing consultation, advice, and special services.
5. To provide a well-qualified faculty through effective recruiting practices, dedication to affirmative action, careful assessment of teaching effectiveness, institutional support for research activity and artistic expression, clear standards for academic advancement, and opportunities for professional development, while fostering an environment that protects academic freedom in inquiry and expression.
6. To attract an outstanding, ethnically diverse student body by presenting high standards for admission, by implementing creative strategies for recurring and retaining a heterogeneous and qualified student body, and by maintaining adequate programs to counsel students academically and otherwise, assess academic progress, and evaluate student performance, while providing social and professional development by offering a full range of effective student services.
7. To create an environment for learning and professional development by providing appropriate physical facilities, equipment, and educational support services for students, faculty and staff.

# Statement Of Core Values
## (A Working Document)

IDEALS

We, the faculty, staff, and students at SWT, affirm that our University exists to enrich our minds and to humanize our hearts so that we might contribute to the betterment of humanity.  We are dedicated to providing a curriculum and educational experience that develop our capacities not only to analyze critically and think creatively, but also to reason ethically and feel compassionately.

To guide us as we learn to evaluate the consequences of our actions -- not to indoctrinate either intellectually, morally, or religiously -- we articulate the following as core values.

CORE VALUES

The lifelong pursuit of academic excellence.
> We value the seeking of knowledge, including the freedom to engage in meaningful debate and the responsibility to continually explore next possibilities for learning.

The nurturing of individuals.
> We value the opportunity to develop the potential of every individual of our diverse community.

The cultivation of character.
> We value the modeling and teaching of honesty, integrity, diligence, courage, compassion, fairness, and respect.

A CONTINUING PROCESS

We see the articulation of this statement as ongoing.  Its publication should serve to keep dialogue continually alive; and it should be formally reviewed every two years to decide whether publication should be renewed and, if so, in what form.

# SWT Quality Statement

Quality at SWT is the philosophy that guides us in creating a university that cherishes teaching and learning, honors research and scholarship, values service, celebrates excellence, supports diversity, promotes lifelong learning, and develops the full potential of all members of the university community.

We emphasize continuous improvement that is driven by the needs of the people we serve and the ideals we treasure. WE rely on teamwork, collaboration, communication, and respect for one another. We reach decisions based on data collected by a sound assessment program and identification of the best operating practices.

Each of us takes personal responsibility for improving the educational enterprise of SWT.

Executive Planning Council, September 20, 1994

# FSS Division Vision

Outstanding Support and Service:  Working Together for SWT

Written by BSC, 1997

# FSS Division Mission

Finance and Support Services is dedicated to providing outstanding customer service while maintaining the fiscal integrity of the university.

Revised by BSC, 1994

# Statement Of Philosophy

We believe Finance and Support Services plays a key role in identifying and developing solutions for effectively meeting challenges and opportunities facing SWT.  We will provide outstanding customer service to effectively support the mission of the university while meeting all legitimate accountability demands by outside constituencies.

To this end, we have developed the following philosophy:

We believe in the value of higher education and that the division is a partner in the educational process.

People are the source of our strength.

We value and respect each other's diversity and contributions.

We will prosper through our individual and collective growth and development.

Our ethics and integrity will never be compromised.

Our pride and our future depend on the satisfaction of those we serve.

We strive to continually improve our core processes to enhance the quality of the products and services we provide.

Revised by BSC, 1997

# F.  PLANNING ASSUMPTIONS

- Appropriations will remain static (at best minimal growth) during the planning cycle.

- Few (or no) additional personnel lines will become available to the division.  Those approved must be addressed in departmental plans.

- Changing demographics, customers needs, and new ways of doing business require institutions to respond differently.  Core processes must be reviewed and evaluated periodically.

- Demand for information technology services from our customers will continue to increase dramatically.

- Institutions are challenged to respond to an increasing array of compliance issues such as codes, regulations, and other legal requirements.

**ADDENDUM**

# Planning/Assessment Template

## 1999-2004

DIVISION:  Finance and Support Services
DEPARTMENT:_____
DEPARTMENT DIRECTOR/MGR: _____
DEPARTMENT PHONE NUMBER: _____

| Goal | Performance Indicators | Performance Measurements | Measurement Results | Results Utilization Plan | Budget | Timeframe |
|------|------------------------|--------------------------|---------------------|--------------------------|--------|-----------|
|      |                        |                          |                     |                          |        |           |

# PLANNING/ASSESSMENT REVIEW SHEET

Planning Timeframe: FY99-04
Division: Finance and Support Services
Department: _____

---

## I. Department Vision

| | | | |
|---|---|---|---|
| Easily understood | ☐ Yes | ☐ No | ☐ Unclear |
| Easily remembered | ☐ Yes | ☐ No | ☐ Unclear |
| Visualizes success | ☐ Yes | ☐ No | ☐ Unclear |
| Can be lived with in the future | ☐ Yes | ☐ No | ☐ Unclear |
| Inspires us to action | ☐ Yes | ☐ No | ☐ Unclear |

COMMENTS: _____
_____

---

## II. Department Mission

| | | | |
|---|---|---|---|
| Succinct statement of departmental purpose | ☐ Yes | ☐ No | ☐ Unclear |
| Customers Identified | ☐ Yes | ☐ No | ☐ Unclear |
| Related to FSS Mission | ☐ Yes | ☐ No | ☐ Unclear |
| Related to SWT Mission | ☐ Yes | ☐ No | ☐ Unclear |

COMMENTS: _____
_____

---

## III. Analysis of Current Status

| | | | |
|---|---|---|---|
| SACS Criteria "Must" statements addressed | ☐ Yes | ☐ No | ☐ Unclear |
| States where dept. currently | ☐ Yes | ☐ No | ☐ Unclear |
| is with its programs/services. | ☐ Yes | ☐ No | ☐ Unclear |
| Identifies opportunities | ☐ Yes | ☐ No | ☐ Unclear |
| Identifies threats | ☐ Yes | ☐ No | ☐ Unclear |
| Identifies strengths | ☐ Yes | ☐ No | ☐ Unclear |
| Identifies weaknesses | ☐ Yes | ☐ No | ☐ Unclear |

COMMENTS: _____
_____

---

## IV. Core Processes

Identifies core processes of dept. ☐ Yes ☐ No ☐ Unclear

COMMENTS: _____
_____

## V. Customers

| | | | |
|---|---|---|---|
| Identifies customers | ☐ Yes | ☐ No | ☐ Unclear |
| Identifies needs/expectations of customers | ☐ Yes | ☐ No | ☐ Unclear |

COMMENTS: _____
_____

## VI. Goals

| | | | |
|---|---|---|---|
| Supports the department mission | ☐ Yes | ☐ No | ☐ Unclear |
| Not in conflict with SWT goals | ☐ Yes | ☐ No | ☐ Unclear |
| Will achieve expectations/needs of the customers | ☐ Yes | ☐ No | ☐ Unclear |
| Important/fundatmental to dept | ☐ Yes | ☐ No | ☐ Unclear |

COMMENTS: _____
_____

## VII. Performance Indicators

| | | | |
|---|---|---|---|
| Will lead to success of the goal? | ☐ Yes | ☐ No | ☐ Unclear |
| At least one of the indicators relates to measurement of the levels of satisfaction of the customer with the dept.'s products/services | ☐ Yes | ☐ No | ☐ Unclear |
| Stated in realistic, measurable terms | ☐ Yes | ☐ No | ☐ Unclear |

COMMENTS: _____
_____

## VIII. Performance Measurement

| | | | |
|---|---|---|---|
| Indicates method of assessment to evaluate achievement of a performance indicator? | ☐ Yes | ☐ No | ☐ Unclear |
| Appropriate to the listed indicator | ☐ Yes | ☐ No | ☐ Unclear |
| Includes a mix of qualitative and quantitative assessments? | ☐ Yes | ☐ No | ☐ Unclear |

COMMENTS: _____

_____

## IX.  Measurement Results

| | | | |
|---|---|---|---|
| Indicates the results of the assessment | ☐ Yes | ☐ No | ☐ Unclear |

COMMENTS: _____

_____

## X.  Results Utilization Plan

| | | | |
|---|---|---|---|
| Indicates corrective actions that have been taken | ☐ Yes | ☐ No | ☐ Unclear |
| Indicates corrective actions that will be taken | ☐ Yes | ☐ No | ☐ Unclear |
| If no change is needed as a result of assessment, is this indicated? | ☐ Yes | ☐ No | ☐ Unclear |
| Are the results contingent upon funding availability? | ☐ Yes | ☐ No | ☐ Unclear |

COMMENTS: _____

_____

XI. Budget

If funds are required to achieve
corrective actions, are they
indicated?                                ☐ Yes      ☐ No      ☐ Unclear
If funds are required, is the source
identified?                                  ☐ Yes      ☐ No      ☐ Unclear

COMMENTS: _____
_____

---

XII. Timeframe

Is the timeframe when  corrective
actions will be taken identified?   ☐ Yes      ☐ No      ☐ Unclear

COMMENTS: _____
_____

---

XIII.  Suggestions

_____
_____
_____
_____
_____
_____

# FSS Division Planning/Assessment
## 1999-2004

DIVISION:  Finance and Support Services
DEPARTMENT:  Purchasing
DEPARTMENT DIR/MGR:  _____
DEPARTMENT PHONE #  _____

| Goal | Performance Indicators | Performance Measurements | Measurement Results | Results Utilization Plan | Budget | Timeframe |
|---|---|---|---|---|---|---|
| Meet the General Services Commission's adjusted HUB goals. | The Purchasing Office with the assistance of SWT HUB Coordinators will a) achieve increased use of HUB's by user departments, b) ensure compliance with applicable State HUB rules and laws, and c) adhere to TSUS HUB policies. | The State of Texas semi-annual and annual HUB reports for the fiscal year will indicate SWT's increased use of HUBs.<br><br>Purchasing will track the number of contacts (workshops, etc.) made with user departments.<br><br>Purchasing will monitor compliance with applicable rules and laws. | SWT HUB results for FY96 (unadjusted for overutilized HUBS) as compared to State HUB Goals (unadjusted)<br><br>        State    FY96<br>Construction:<br> Heavy   11.9%   0.00%<br> Building  26.1%   0.00%<br> S. Trade  57.2%  21.7%<br>Service:<br> Prof.     20.0%  13.9%<br> Other    33.0%   1.5%<br>Commodity<br>          12.6%  14.7% | Conduct additional internal HUB informational sessions with end user department supervisors.<br><br>Distribute HUB utilization information to the university community.<br><br>Assist potential HUBs to become Texas certified. | Departmental M&O | Begin FY99, do annually |

# FSS Division Planning/Assessment
## 1999-2004

DIVISION:  Finance and Support Services
DEPARTMENT:  Personnel
DEPARTMENT DIR/MGR: _____
DEPARTMENT PHONE # _____

| Goal | Performance Indicators | Performance Measurements | Measurement Results | Results Utilization Plan | Budget | Timeframe |
|---|---|---|---|---|---|---|
| Ensure customers are satisfied with the quality of services provided by the Personnel Office. | 85% of Personnel's customers will indicate a satisfaction level of satisfactory or above | A customer satisfaction survey will be distributed every two yers to assess satisfaction of services. | A Customer Satisfaction Survey will be conducted in October 1999.<br><br>OR<br><br>Customer Satisfaction Survey from October 1999 indicated an 85% satisfaction level with services provided. | Survey not distributed.<br><br>OR<br><br>Implement changes/needs requested by customers and resurvey in October 2001 to determine if the 80% level was achieved. | Survey costs are built into operating budget. Cost for changes will be evaluated and included in future budgets. | Survey to be conducted every two years beginning October 1999. Changes implemented when possible. |

# FSS Division Planning/Assessment
## 1999-2004

DIVISION: Finance and Support Services
DEPARTMENT: VPFSS Office
DEPARTMENT DIRECTOR/MGR: Bill Nance/Nancy Nusbaum
DEPARTMENT PHONE NUMBER: 5-2244

| Goal | Performance Indicators | Performance Measurements | Measurement Results | Results Utilization Plan | Budget | Timeframe |
|---|---|---|---|---|---|---|
| Provide sound financial stewardship to maximize the availability of resources. | Ensure accountability for the financial assets of the Aquarena Properties. Variances of more than ten percent, either over or under projected amounts, will be closely monitored and explained. | Monthly profit/loss statements will be reviewed by the VPFSS for financial stability of the Aquarena properties and reported to the TSUS Board of Regents. | Monthly reports indicate some Aquraena properties continue to lose money and some continue to make money. Variance reports satisfactorily explain losses. | Set up monthly/weekly meetings with directors in charge of Aquarena properties to review financial statements and to identify corrective actions to take to reduce losses. | no additional cost for monitoring reporting | reports done monthly and will be monitored during planning period |