

**Texas State University**  
**2013-2014 University Goals and Initiatives**

***Goal 1: Promote academic quality by building and supporting a distinguished faculty.***

**1.1 Increase average full-time faculty salaries at all ranks.**

**1.2 Increase number of full-time faculty.**

**1.3 Attract and retain highly competent faculty by providing annual merit increases based on performance.**

**1.4 Provide a university infrastructure (including equipment and facilities) to support teaching, research, and scholarly and creative activity.**

**Finance and Support Services Planning** purchased 400 W Hopkins Street providing a new home for the Texas School Safety Center. This acquisition and relocation allowed for the demolition of Canyon Hall as part of a planned development to support a new residence hall.

**Auxiliary Services** provided the financial evaluation to lease the Kodak NexPress, which will allow Print Services to print the universities metallic gold color on all marketing collateral. Avoided having the operation outsourced to a 3<sup>rd</sup> party which will save the university money.

**Auxiliary Services** provided the financial analysis to begin a \$15.4M renovation of Jones Diner in January 2015.

**Human Resources** Continued to collaborate with the Office of the Associate Vice President for Research and Federal Relations to support the university's commitment and drive as an Emerging Research Institution by providing education, guidance, and policy and procedures that effectively and efficiently support research activities. Professional Development, which transferred to Human Resources effective September 1, 2013, developed and implemented the initial Research Administration Assistant Training Course. The course was prompted by a desire to update Texas State training to match and surpass what other Emerging Research Institutions were doing. It was designed with input from a focus group comprised of Associate Deans of Research, principal investigators, grant administrators, and staff representatives from offices concerned with the research process and had the objectives of (a) enhanced knowledge of the pre-and post-award processes; (2) building familiarity with available resources; and (3) building a network for future dialogue. The course had 20 hand-picked research administrative support individuals by Deans in research colleges and five subject matter expert instructors (both individuals and instructors were paid \$500 with funds from the Provost) and covered seven one-half days sessions between September and December 2013. Human Resources continued to update and improve the Principal Investigator website first established in May 2012 designed to address specific research and grant funded HR policies and procedures.

Beginning in FY2010 and continuing in FY2014 Human Resources is a permanent presenter on the Agenda of the OSP sponsored Managing Your Award (Post Award Services) workshop for new PI's. HR also presents quarterly at the OSP Proposal Writing for Research Administrators (Pre-Award) workshops.

Human Resources continued to be a regular provider of articles in the Office of Sponsored Programs (OSP) Newsletter as an additional way to provide important HR information to the grant and research community.

**Facilities Management/Operations** developed a comprehensive Energy Retrofit project and procurement strategy and obtained delegated authority from System to manage the \$3.9 million bond funded project.

**Utilities Operations** integrated two additional 15kV electric feeders and a third substation electric service into the campus electrical distribution system.

**Utilities Operations** commenced the consultant's service assessment of pursuing a combined heat and power generation (CHP) project as a public private partnership (P3).

**Transportation Services** provided transportation for Regents during recent visit to campus and tours for opening of the new Performing Arts Center

**Transportation Services:** New shuttle provider is building a new facility from which to run the shuttle service.

**1.5 Offer academic programs that are nationally and internationally competitive.**

**1.6 Strengthen research and scholarly/creative activity efforts through achieving increases in grant expenditures and increasing collaboration across disciplines.**

**1.7 Provide reasonable start-up funds in order to attract and retain distinguished faculty and to provide the essential equipment to conduct research and attract external grants.**

**1.8 Support faculty efforts in international research.**

**Financial Services** planned, implemented, and operationalized all financial activities for a successful launch of the SciCAP research project headed by Dr. Forstner and Dr. Elliot in Cambodia. This project was unique because Dr. Elliot does not have any administrative support in the field.

**Financial Services** negotiated a highly sensitive and risky overpayment issues impacting three key researchers working on the FEMA project in Bastrop. The negotiations were so sensitive that a small misstep would have resulted in the university losing a key researcher (Dr. Forstner). We were successful in collecting one hundred percent of the negotiated amount owed to the university without losing any of the research scientists on the project. Today Dr. Forstner is still

with us and is being recognized for his research and scholarship with an award titled “Regents Professor-TSUS” by the system.

**Financial Services** successfully negotiated the transfer of scientific equipment (VBE100) to Micropower. This initiative effectively transfers microchip technology research for commercialization and sale (research to market) benefitting Dr. Myers research efforts.

### **1.9 Maintain Emerging Research University status and pursue the Texas Research Incentive Program (TRIP).**

**Financial Services** developed a research expenditures quarterly dashboard to track and communicate expenditures and the sources and uses of funds. It also provides quarterly GAAP research expense reporting and Legislative Budget Board performance measures. This report has become the standard for the university’s reporting to the coordinating board.

## ***Goal 2: Provide opportunities for a public university education and contribute to economic and cultural development.***

**2.1 Move forward on the *Closing the Gaps* goals of participation, success, excellence, and research.**

**2.2 Continue engagement in the economic and cultural development of the region.**

**Transportation Services** partnered with the City of San Marcos through an Interlocal agreement for construction and placement of transportation infrastructure.

**2.3 Increase student scholarships and graduate student financial support in an effort to improve recruitment and retention of high achieving students.**

**Parking Services** obtained a one hundred percent, full-time staff participation in Family Campaign.

**2.4 Internationalize the curriculum.**

**2.5 Support faculty and students in pursuing global academic experiences, e.g. study abroad, internships, field placement, research, service learning.**

**Human Resources** has had two interns to date for FY 14.

**2.6 Maintain a vigorous, targeted recruitment and marketing campaign.**

**Transportation Services** consolidated advertising efforts on the shuttles for campus activities and student organizations.

**2.7 Recognize the role of moving to the FBS in developing the image of the university and enhancing economic and cultural development.**

## **2.8 Enhance and support distance learning and Friday/Saturday course delivery.**

### ***Goal 3: Provide a premier student-centered, educational experience that fosters retention and success.***

#### **3.1 Increase student retention through collaborative programs across the university.**

**Financial Services** worked collaboratively with the McCoy College of Business to recruit a senior level accounting major as part of the student Co-op initiative. Given the success of the partnership for both the graduate student as well as financial services, a subsequent initiative was launched and currently has two (2) graduate student interns from the college of Computer Sciences working with our FI-Master data team developing cloud and mobile applications to improve business processes.

**Transportation Services** collaborated with Associated Student Government to provide students with up-to-date and detailed shuttle route information on all buses.

**Human Resources** continues to support student retention by (1) collaborating with faculty to secure class projects to address HR issues and assist students in research assignments; (2) hiring paid and non-paid interns to perform class and non-class credit work in HR; (3) granting class credit interviews; (4) having HR staff serve as mentors; (5) having HR staff teach University Seminar and serve as class guest lecturers, and; (6) hiring work study and regular wage student workers.

To date for FY 14 Human Resources has had 2 interns, 3 class credit interviews, 2 University Seminar instructors, and 12 work study and regular wage students.

#### **3.2 Enhance quality and consistency of academic advising services.**

#### **3.3 Develop an Honors College to better attract and engage high achieving students.**

#### **3.4 Recognize and support intercollegiate athletics and the arts as vehicles to promote a well-rounded collegiate experience for all students.**

**Auxiliary Services:** Bookstore sales of apparel continue to increase and our ranking in the CLC listing of top 75 reached an all-time high of 68<sup>th</sup> place for 2013 ahead of schools like Colorado State, Gonzaga, and Fresno State.

**Parking Services** established a successful football game day tailgating experience.

**Transportation Services** provided Game Day shuttles.

**Transportation Services** coordinated efforts with athletics recruiting for on-campus transportation.

**3.5 Refine student learning outcomes and appropriate assessment measures within each academic program and general education curriculum to ensure program improvement and provide evidence of student success.**

**Transportation Services** improved customer service metric and follow-up.

**3.6 Refine administrative and educational support, research, and public service outcomes and appropriate assessment measures within identified departments to ensure improvement and provide evidence of success.**

**3.7 Recognize the importance of academic and administrative program review processes to facilitate program improvement in support of the University mission.**

**3.8 Foster an environment that cultivates students to become successful, engaged alumni.**

**Parking Services** increased the numbers of student workers as cashiers and student managers teaching them responsibilities and preparing them for a future outside of the university.

**Transportation Services:** Students/alumni experience the shuttle service through Game Day and Commencement activities.

**3.9 Broaden efforts to facilitate successful transition of students to the workplace and graduate/professional education.**

**Transportation Services** provide internship and practicum opportunities to students in varying degree plans, and offer student employment and training opportunities in Transportation.

**Human Resources** continues to support student retention by (1) collaborating with faculty to secure class projects to address HR issues and assist students in research assignments; (2) hiring paid and non-paid interns to perform class and non-class credit work in HR; (3) granting class credit interviews; (4) having HR staff serve as mentors; (5) having HR staff teach University Seminar and serve as class guest lecturers, and; (6) hiring work study and regular wage student workers.

To date for FY 14 Human Resources has had 2 interns, 3 class credit interviews, 2 University Seminar instructors, and 12 work study and regular wage students.

**3.10 Continue faculty and student information literacy initiatives that support achievement of student learning outcomes.**

**3.11 Implement Personalized Academic and Career Exploration (PACE) to foster retention and success.**

***Goal 4: Enrich our learning and working environment by attracting and supporting a more diverse faculty, staff, and student body.***

#### **4.1 Attract and retain a diverse faculty and staff.**

**Transportation Services** hired very experienced shuttle manager.

**Transportation Services** expanded staff with addition of a Coordinator, Marketing and Promotions.

**Financial Services:** We take pride in hiring diverse and underrepresented minorities. We hired one (1) African American staff person and two (2) graduate interns of Asian descent.

**Human Resources** facilitate decision making on diversity recruiting issues by continuing to provide President's Cabinet and other senior management with the monthly and annual summary HR Diversity Tracking Report which shows by university division, division, and department the number of positions posted, the number of applicants by EEO category for each position, and the EEO category of the individuals selected to fill the position. The report is also posted each month to the HR Profile.

Human Resources posted a record 494 staff positions in CY 13 which in turn produced an all-time high of 21,083 applicants. Postings were placed with nine dedicated diversity recruiting sources plus another forty-seven sources, many of which are national in nature (some through which we pay an annual services fee but the results in number of applicants have been excellent).

#### **4.2 Remain a Hispanic Serving Institution that emphasizes retention and graduation.**

**Transportation Services:** Bilingual student worker on staff who provides customer services in Spanish.

#### **4.3 Enhance recruitment, retention, and support programs for all racial, ethnic, and international groups.**

**Transportation Services** partnered with ZipCar for on-campus car sharing service.

**Transportation Services** coordinated with international students to discover unique transportation needs, i.e., develop a bike rental program.

#### **4.4 Expand efforts to promote diversity and inclusion among all faculty, staff, and students.**

**Transportation Services:** One hispanic male was hired.

**Transportation Services** coordinated effort with ETC and ASG for review of potential GPS providers.

**Transportation Services** created social media plan to promote student, faculty, and staff engagement with Transportation Service.

**Financial Services:** We take pride in hiring diverse and underrepresented human capital. We hired one (1) African American staff person and two (2) graduate interns of Asian descent.

**Parking Services** always seeks out HUBs when purchasing and bidding for supplies. Used Mitchell Time and Parking, a HUB, for most parking equipment and repairs.

#### **4.5 Seek historically underutilized business suppliers.**

**Financials Services** added five new HUB vendors to Texas States' vendor list:

Horizon International Group (Black)

TriStarr Personnel (woman owned)

P2MG Constructions (Black)

LMC, Inc. Constructions (Native American)

Game Court Service Athletic Equipment (Native American Indian)

**Transportation Services:** New shuttle provider is required to engage HUB participation.

***Goal 5: Develop and manage human, financial, physical, and technological resources effectively, efficiently, and ethically to support the university's mission.***

#### **5.1 Increase average full-time staff salaries at all ranks.**

**Financial Services:** A deliberate effort is made on a regular basis to ensure salaries stay competitive. As part of these efforts, salary adjustments were made in procurement services, general accounting, and payroll, functions with the highest risk of staff leaving.

**Human Resources** continues to provide university administrators with salary data they need to make compensation decisions re: adjusting staff salaries in response to the salary levels in our approved labor markets. Data is provided annually by June 1 and includes results from salary surveys for approved labor markets (Local – I-35 Corridor, University – CUPA-HR), distance from market of each pay plan minimum, costs by fund group to reach market and/or other desired salary levels, pay plan relationships of titles, turnover history for each pay plan title, a no cost analysis to bring titles to market, CPI-U data, and compliance with approved target provisions of the Staff Compensation Philosophy.

#### **5.2 Increase number of full time staff.**

**Parking Services** hired a new Maintenance Supervisor and Service Coordinator, Grounds Maintenance workers to fill existing positions, added a full-time guard for the paid parking garages, and replaced a full-time cashier.

**Transportation Services** hired Coordinator, Marketing and Promotions, and 0.5 FTE System Support Specialist II.

#### **5.3 Attract and retain highly competent staff by providing annual merit increases based on performance.**

**Financials Services:** All the direct reports to the Associate Vice President and general accounting services received merit based increases that were directly tied to performance measures on the impacted staffs 2013 annual evaluation.

**Parking Services:** All but one of the eligible staff qualified for their merit increase.

**Transportation Services** provided standard University merit increases.

**Human Resources** At the direction of President's Cabinet, Human Resources initiated an RFP in the Spring 2013 for an outside subject matter expert source to evaluate the Texas State staff performance evaluation policy and process. The Sibson Company was selected and HR worked with Sibson to provide data and information re: the current performance evaluation program at Texas State. Based on the Sibson final report in the Summer 2013, Texas State entered negotiations with Sibson during the Fall 2013 to provide a plan to revise the staff performance evaluation program and subsequently an agreement was reached for Sibson to accomplish this project in the Spring 2014. The Sibson contract is complete and is being reviewed by the Texas State University System. The revised system is expected to help Texas State better evaluate performance and merit eligibility.

#### **5.4 Maintain a physical setting that presents Texas State as a premier institution.**

**Auxiliary Services** worked with Dining Services committee as well as Presidents Cabinet to get approval to close the University Club and convert it to an Au Bon Pain. The project proved a big success, topping sales of the previous 3 years of U-Club sales before the end of the fall semester. It also allowed for our resident students to use a meal trade in the new operation.

**Parking Services** continued high levels of maintaining parking facilities (surface lots, garages, bus stops, and green space) by performing daily litter control and upkeep including painting, sign placement, pressure washing, line striping, and landscaping.

**Parking Services** installed updated parking equipment and software in the paid parking facilities.

**Transportation Services** coordinated with University Marketing to rebrand Bobcat Tram as Bobcat Shuttle including new icons.

**Transportation Services** partnered with MFA practicum student on rebranding the Bike Cave with University Marketing approved icons and signage.

**Facilities Management/Operations** completed over 12,150 work requests for maintenance, repair and support including over 6,000 preventive maintenance work requests.

**Facilities Management/Operations** completed numerous critical, time-sensitive repairs to support research facilities supporting the University's drive to become an emerging research institution including: new RTUs at the Fish labs; compressor repairs at STAR park; HVAC repairs at Mitte; and support for the rooftop green energy project at the Mitte building.

**Facilities Management/Operations:** Facilities Purchasing Staff awarded 13 contracts valued at over \$8.7M and processed over 6,450 purchase orders valued at over \$22.7M, more than double the dollar value of the previous year while maintaining a warehouse inventory accuracy of 98%.

**Facilities Management/Operations** supported FPDC during a staffing shortage and processed over \$4.6 Million in requisitions.

**Facilities Management/Operations** maintained 100% compliance with university and State P-card rules within Facilities; had the best P-Card audit report since the inception of the P-card program at Texas State University

**Facilities Management/Operations** upgraded AiM software to the latest module which will allow for improved productivity and customer interactions through increased use of the AiM IQ data inquiry software.

**Facilities Management/Operations** completed the import of Performing Arts Center CoBIE building information modeling data into the AiM system; a unique achievement in that we're one of a few universities actively working on integrating design and construction electronic records in the daily maintenance and operations of the building.

**Utilities Operations:** The new South Chill Plant and the expansion of the West Thermal Plant were completed and plant equipment was seamlessly put into operation on the campus district energy system.

**Facilities Planning (FPDC)** completed 215 special projects using various types of procurement strategies to streamline services to meet customer's expectations, reduce costs, obtain the best value for the customer, and optimize the use of University resources.

**Facilities Planning (FPDC):** The Special Projects Team noteworthy projects include: Evans Building Renovation (three floors); Tower Parking Garage Structural Engineering and Repairs; AG Greenhouse Project; Three Steam Line Projects across campus; Track Lighting; Round Rock Satellite Clinic; Evans AHU Replacement; Child Development Center Playground renovations; STAR One Labs; Arnold Hall Chill Water Replacement; Tennis Complex Roof Replacement; Old Main HVAC replacement; Music Practice Rooms; Jackson Hall Roof; and space conversion for Center for Multi-Cultural Studies.

**Grounds Operations** focused on ensuring the landscaping made a superb impression for the Performing Arts Center grand opening and Regents meeting. Planted 1800 specially grown annuals, overseeded with ryegrass, potted/placed 12 large container trees, and generally spruced up the entire south campus area.

**Grounds Operations** sponsored Texas State Arbor Day 2013. Joined together with over 100 students, faculty and staff and planted 22 trees in the mall area outside the new Undergraduate Academic Center.

**Grounds Operations** collaborated with Meadows Staff to develop a Master Plan for the Spring Lake site, including: soil erosion, shredding, collecting seed to rebroadcast, identifying and removing invasive plants and pests, securing volunteers to help with the Plan.

**Custodial Operations** implemented a comprehensive outsourcing strategy that transitioned the custodial services contract to a new provider upon the default of the previous provider with minimal impact to the provision of services in academic buildings.

**Custodial Operations** ensured seamless continuity of custodial services during the contract transition and as additional academic buildings were added to the contract.

**Custodial Operations** continued customer outreach efforts and distributed 313 Customer Survey “Hang tags” with 137 returned for a return rate of 44%. The overall Customer Satisfaction is on the rise as were satisfaction ratings for Timeliness and Courtesy of Personnel.

**Custodial Operations:** Quality of service continued to improve as custodial staff implemented an APPA based monthly building inspection schedule that also dovetailed into Annual performance appraisal results.

### **5.5 Implement the Campus Master Plan update for 2012-2017 to ensure it meets the needs of the University.**

**Finance and Support Services Planning** purchased 400 W Hopkins Street providing a new home for the Texas School Safety Center. This acquisition and relocation allowed for the demolition of Canyon Hall as part of a planned development to support a new residence hall.

**Parking Services:** All signs and poles under the control of Parking Services are being transitioned to the University standard color of paint.

**Transportation Services:** Realignment of bus routes to accommodate Campus Master Plan updates on Bobcat Trail.

**Finance and Support Services Planning** purchased 465 Holland Street providing a consistent University boundary line along Holland Street and facilitating future development in this area of campus.

**Utilities Operations** commenced the consultant’s service assessment of pursuing a combined heat and power generation (CHP) project as a public private partnership (P3).

**Facilities Planning (FPDC)** effectively managed an aggressive \$693M capital program and completed about \$12.0M in Special Projects, Renovations, Major Repairs, and Deferred Maintenance and Utility Repair Projects.

**Facilities Planning (FPDC)** completed Capital projects w/in established schedules included: Performing Arts Complex – Recital Hall & Theatre, Edward Gary Street Parking Garage, South Chill Pant, Streets and Ground Improvements; Old Main Roof and Exterior Stabilization; Brogdon Hall Renovations; South Campus Utility Upgrades; and Tomas Rivera & Student Center Drive Realignment; and, Electrical Infrastructure Upgrades Phase 1. The combined value of these projects was approximately \$104.8M.

**Facilities Planning (FPDC)** worked closely with the City of San Marcos on the Loop 82 Overpass and Utility relocations; Downtown Reconstruction Coordination; and, Extension of the Reclaimed Water Pipe to Campus.

**Facilities Planning (FPDC)** completed Architectural Programs or Feasibility Studies for nine future projects including Strahan Coliseum Expansion; Baseball/Softball Team Building; STAR One Build-Out; Jones Dining Hall Renovation; update Engineering & Sciences Building; update of RR Health Professions #1; Mitte and Sabinal Renovations; and, Moore Street Housing.

**Facilities Planning (FPDC)** installed rainwater and building condensate harvesting systems for landscape irrigation as part of the LEED Gold certified North Campus Housing Complex, LEED Silver certified Undergraduate Academic Center, and the Performing Arts Complex.

## **5.6 Expand and support professional development opportunities for faculty and staff.**

**Financial Services** developed the following training programs:

An introduction to procurement training was developed and offered. To date approximately eighty (80) faculty and staff have participated in the training.

An **online** P-Card certification training was developed and offered. The certification is required to be eligible for a P-card as well as to retain the privileges the owner of the card must be recertified annually.

International student and scholar Tax workshop was developed and offered.

Training to address non-resident alien employee and visitors payments and reimbursement was developed. This training was offered in collaboration with the International office and SAP FI master data centers.

Training for the Research Administration Assistant (RAA) in collaboration with the office of Sponsored Programs was developed. We taught and offered three half day training sessions(lecture and hands-on)) that covered the life cycle of an acquisition (cradle to grave), P-card, payroll & tax, accounts payable, travel, and materials management.

An online travel assistants training was developed as an alternative to the classroom training allowing them the flexibility to get certified without having to interrupt their work week.

Trained the research community on cash advances for conducting research at offsite locations. This allows them to pay for their services while in the field and in remote business and rural areas where Texas State financial services are not available.

**Parking Services:** Full time staff members fulfilled 9 hours of professional development as stated in department policy.

**Office of Budgeting, Financial Planning and Analysis** doubled the Budget training class schedule in order to meet increased campus community demand and developed online training evaluations for objective feedback that will allow continuous improvement.

**Custodial Operations** improved participation and completion of training and continuing education initiatives. Overall, staff training hours increased in 2013 by 46% over 2012.

**Human Resources** The Office of Professional Development was transferred to Human Resources effective September 1, 2013. The first major project assigned to the new HR section

was to research and develop by December of 2014 first class training courses for management and first-line supervisors for Texas State staff personnel. By coincidence the IT Division approached HR in the late fall/early spring of FY 14 and asked for assistance in providing similar training for selected IT personnel. HR took the IT requirements, researched vendors who provided such training, and provided the results to IT. Dr. Wyatt was very pleased with the results and selected a vendor with whom IT is working with to customize the training for IT personnel which will kick off in the mid-spring 2014. This project served as a training pilot for the overall HR assigned project and provided valuable information applicable to the overall project to create targeted training courses for Texas State management levels and first-line supervisors.

**Human Resources** revised and sent to reviewers [UPPS 04.04.35 Professional Development and Educational Opportunities](#). This UPPS addresses the Staff Development Program under which outstanding Texas State staff employees can be selected to take college coursework for up to 20 hours per week of release time with full pay. The UPPS was last revised in 1998, has had several offices assigned as the senior reviewer, and had been in limbo for various reasons. With the transfer of Professional Development to Human Resources in September, the Assistant Vice President for Human Resources was assigned as the primary reviewer. The revised UPPS was entered into the review process in February 2014.

During the Fall 2013 **Human Resources** entered into discussions with the Round Rock Campus to better support professional development opportunities for employees at that campus. A teleconferencing system called LYNC has been tested and appears to provide a good solution which will permit Round Rock employees to view professional development presentations from the Texas State campus at their desks or in a common Round Rock location. The only outstanding issues now revolve around costs for the camera and the required LYNC software.

**5.7 Continue support for structured, standards-driven web course development and programs that enable faculty to appropriately integrate technology into the teaching-learning process.**

**5.8 Reduce deferred maintenance in existing facilities.**

**Parking Services** reduced deferred maintenance by creating and installing parking signs, line striping of surface lots and parking garages using professional grade paint machines, vehicle maintenance and repairs on Parking Services' fleet, repair and maintain all traffic access gates on campus, landscaping and green space mowing on all areas controlled by Parking Services. Updating light fixtures for better energy efficiency and reduced maintenance. Implemented a weekly maintenance schedule for all pay stations and parking equipment.

**Facilities Management/Operations** successfully completed several high-profile, time sensitive projects across campus including the fencing and security upgrade project at the President's residence and: bat exclusion project at Bobcat Stadium with minimal impact to the fans attending high school and collegiate games; 14 classroom renovation projects valued at over \$660,000 with no impact to classroom schedules; repairs that improved the reliability and functionality of fume hoods in labs through coordinated efforts with EHSRM, research staff and the contractor; and, essential HVAC and controls upgrades that improved the building environment in several buildings.

**Facilities Management/Operations** Developed a comprehensive Energy Retrofit project and procurement strategy and obtained delegated authority from System to manage the \$3.9 million bond funded project.

**Facilities Management/Operations** worked with stake holders from across the campus, consultants and regulators to develop a comprehensive Dam Operations and Maintenance plan and successfully closed the findings noted in a 2012 TCEQ inspection report.

**Utilities Operations** successfully managed the phased plan to repair, replace and upgrade the 15 kV Electrical Infrastructure distribution system with \$7.7 million expended of \$11.8 million. Increased redundant electric pathways and improved Campus electric reliability which is a critical supporting factor for achieving Tier 1 status.

**5.9 Improve processes outlined in SACS *Principles of Accreditation* to ensure ongoing compliance with standards, while continuously improving overall educational quality.**

**Treasurer/SBS** participated in research and review process to implement consortium agreement between ACC and Texas State.

**Treasurer/SBS** reviewed and modified Graduate Assistant TA and Emergency Tuition Loan policies to maximize student assistance.

**Transportation Services** will support Pathways program by providing shuttle service to ACC Kyle campus.

**5.10 Maintain coordinated assessment processes that assist university stakeholders in multiple assessment activities, including strategic planning, student learning and success, and program excellence.**

**Finance and Support Services Planning** performed multiple analyses of the fall 2013 Schedule of Classes and the University's Facilities Inventory to calculate and document space use efficiency scores for instructional facilities.

**Transportation Services** performed system-wide assessment of shuttle routes for efficiency and reallocated shuttle resources based on demographics.

**Transportation Services** conducted University-wide surveys regarding parking and shuttle services.

**Transportation Services** implemented BIT close-out recommendations.

**Transportation Services** conducted full assessment of Transportation websites leading to redesigns, inclusion of FAQs, and consolidation of San Marcos and Round Rock campus parking websites.

### **5.11 Effectively utilize alumni and external constituents to influence and generate human and financial capital opportunities.**

**Transportation Services** created license agreements to partner with commercial entities for shuttle services at on-campus and off-campus locations.

**Transportation Services** created commercial advertising opportunities for local and national enterprises.

### **5.12 Assess the needs and opportunities to refine Alkek Library utilization to improve support for the achievement of faculty and student instructional and research outcomes.**

### **5.13 Ensure regulatory compliance, environmentally responsible practices and the efficient use of energy and water resources.**

**Parking Services:** Under the guidance of Environmental Health, Safety, and Risk Management, conducted a clean water pumping project that pumped approximately 22,000 gallons of storm water from the holding tanks at Speck Street parking garage. As an EHSRM satellite waste disposal center, complied with waste oil and paint disposal guide lines in accordance with State and Federal law. Worked closely with EHSRM on all issues involving our facilities, personnel, and activities. Parking Services has many vehicles available, but the majority of our staff will walk the campus to complete their daily task of parking enforcement.

During Graduation the use of water for visitors/guest in the parking lot was reduced based on season, time of day and number of graduations per day. This water monitor reduces the amount of water that was discarded during graduation. To be more environmentally responsible the procedure of informing booth officer of special guest was changed from daily memos for each guest to a single sheet to list all guest for the day. In-addition the list contains other booth information so guest that arrive at the wrong booth can be assisted and provided directions. This practice reduces the number of paper being used and used as a tracking system.

**Transportation Services** required new shuttle provider to meet all federal, state, and local environmental requirements.

**Transportation Services** is redesigning Bobcat Shuttle smartphone app to ensure accessibility, and incorporate multi-model transportation options.

**Utilities Operations** integrated two additional 15kV electric feeders and a third substation electric service into the campus electrical distribution system.

**Utilities Operations:** In FY2013, campus electric use decreased by 7% on a kWh/ gross sq. ft. basis from the previous fiscal year to exceed State mandated goal of 5% per year.

a. Natural gas consumption decreased more than 17% on an mmBtu/ GSF basis from previous years. Annual natural gas consumption has decreased 30% from the high in 2008 due to changes in boiler operations.

b. Sanitary sewer gallons/GSF dropped almost 12% from FY2011 through FY2013 even with the addition of more fixtures.

c. Water consumption in gallons /GSF has declined from 7% from FY2011 through FY2013.

**Utilities Operations** expanded their campus storm water maintenance responsibilities and completed the Campus Storm Water Drainage Study and Plan. The campus storm water system is now regulated under the TCEQ General MS4 permit for Small Municipal Separate Storm Sewer System. Utilities Operations contributed significantly to the MS4 preparation of the Notice of Intent and The Storm Water Management Plan.

**Grounds Operations:** Irrigation consumption was closely managed and the university achieved 100% compliance with City and EAA drought management restrictions.

**Grounds Operations** installed and programmed 11 Baseline controllers, 18 Irrrometer and 7 Baseline soil moisture sensors.

**EHS&RM** will be managing the Small Municipal Separate Storm Sewer Systems (MS4 Permit) in 2014 to ensure we stay in compliance with the rules of the Texas Commission of Environmental Quality (TCEQ or Commission), the laws of the State of Texas and other orders of the TCEQ.

#### **5.14 Leverage Enterprise Resource Planning (ERP) and other technology investments to continually improve campus business and instructional support activities.**

**Finance and Support Services Planning** developed a Geographic Information System (GIS) for the Department of Transportation Services to support business operations, strategic planning efforts, and spatial analysis capabilities of the Bobcat Shuttle. Implemented GIS Server to share map resources with the University Police Department, simplify production of various campus maps, and improve spatial analysis capabilities.

**Finance and Support Services Planning** continued the development of AiMCAD to enhance the University's workplace management system.

**Financial Services** leveraged SAP to automate the processing of acquisitions that bypassed the PO process, P-card, and SciQuest. The eNPO implementation completely eliminated a very labor intensive, time consuming, and error prone paper process.

**Financial Services** leveraged the Enterprise Document Management System (EDMS) tool to automate the processing of accounts payable paper process. The old process used paper invoicing that was prone to error, delays, loss of documentation, labor intensive, and time consuming.

**Financial Services** implemented a new payment card system (**WEX**) to complement our existing payment systems (check, ACH, AMEX, etc). This system has far reaching benefits from automating internal card reconciliations to earning rebates that far outpace our current AMEX payment card system.

**Financial Services** oversaw a change management review, policy and process review, and the cradle to grave study of assets. The impact of this study will result in the successful launch of

Radiant (RFID) technology and the birth of E.V.E. (Electronic Verification of Equipment)- the new way of tracking and managing assets.

**Financial Services**, by driving user centric design, leveraged by the SciQuest system process, we eliminated process friction in our operations. We were able to process 72.6% small dollar BobCatalog purchases to process without a procurement analyst intervention; and improved the turnaround processing time for BobCatalog orders by 3.3% bringing it to 93.9 percent an improvement from 2012.

Leveraging data mined from BobCatalog (SciQuest) **Financial Services** was able to identify twenty five (25) new vendors supplying scientific equipment. Adding them to the list of preferred vendors directly impacted the College of Science affording them the best value for their dollar in terms of service, price, and customer experience.

**Financial Services** leveraged SAP to electronically pay parking services deductions made through payroll, essentially eliminating writing a manual check to pay ourselves.

**Financial Services** leveraged SAP to allow employees to complete, update, and view their W-4 tax information. This has benefitted the employees tremendously by enabling them to be in control of their withholding. Prior to the automation of this process, W-4 forms were getting lost, miss keyed, and processing delays resulting in missed withholding.

In partnership with human resources and information technology services, **Financial Services** completed and tested the necessary changes for the implementation of the Tax Identification Number (TINS) conversion to eliminate social security numbers from SAP. This initiative made the university into compliant with state mandates governing the use of social security numbers.

**Financial Services** leveraged SAP to automatically terminate accounts dormant for more than 120 days. When an employee returns to the university after 120 days they are automatically prompted and required to update their profile. This has tremendously impacted our student workers by preventing their payroll checks from being mailed to incorrect addresses as well as preventing electronic direct deposits being sent to closed bank accounts.

**Financial Services** leveraged SAP to improve travel reimbursement process resulting in 99.06% if travel being paid within a five (5) day turnaround.

**Financial Services** successfully tested and implemented two support pack upgrades and year end close out processes in SAP in partnership with information technology services. The biggest risk of possible failure was in the functional areas supporting payroll, procurement services, and accounting. We did not report any incidents with the monthly and bi-weekly payroll or for that matter in any of the financial services functions post implementation.

**Treasurer/SBS** analyzed Guaranteed Price Plan implementation. Developed procedures and guidelines with various departments and worked with .NET team to develop forms and a web front-end for students to opt in.

**Treasurer/SBS** developed revenue analysis matrix for Office of Budgeting, Financial Planning and Analysis for agile budget estimation.

**Treasurer/SBS** implemented the revised TPEG and Designated Set Aside Reports and revised wire transfer process to provide more accurate information and improve cash flow.

**Parking Services:** purchased additional pay-stations at the LBJSC garage to give students an easier and quicker way to pay for parking.

**Parking Services:** purchased additional pay & display machine in Round Rock so visitors do not have to walk into the Parking Services Office to pay.

**Parking Services:** upgraded T2 Flex and Web to 7.5.

**Office of Budgeting, Financial Planning and Analysis** developed a new tuition and fee projection model that accounts for exemptions and waivers (including Hazelwood and Hazelwood Legacy as well as Texas Tomorrow Fund) and uncollectable receivables.

**Office of Budgeting, Financial Planning and Analysis** took the lead role in developing a fixed-rate tuition plan for Texas State.

**Office of Budgeting, Financial Planning and Analysis** developed a 5-year fee plan including reserve spend down.

**Office of Budgeting, Financial Planning and Analysis** created a new benefits proportionality model.

**Human Resources** Continued providing senior management with real time direct access to key human resources management data through the HR Profile information resource residing in TRACS. The data bank has over 30 reports that provide metric and analysis information and is limited to certain senior division administrative staff as identified by each vice president. Secured funding from President's Cabinet to upgrade our PeopleAdmin online application system to version 7.0. Texas State has been using version 5.8 for staff since 2004, and PeopleAdmin has told us they will no longer support this version within the next two years. Version 7.0 has many improvements and enhancements from version 5.8. The new version 7.0 is also going to be used by the faculty. The contract with PeopleAdmin is complete and will be executed as soon as the PeopleAdmin IT representatives meet with Texas State IT representatives to coordinate workload requirements necessary for the implementation. This meeting is scheduled for April 2014.

In response to the Council of Chairs in the Fall 2013 HR, Academic Affairs, and IT representatives have been working on enhancements and improvements to the electronic PCR (E-PCR). The work is being completed in two phases. The first phase was completed prior to the winter break and the second phase is expected to be completed in the mid-late spring 2014. The enhancements and improvements of phase one have been well received, and the completion of phase two should relieve most, if not all, of the concerns initially voiced by the Council of Chairs.

Other major IT accomplishments include (1) added W-4 functionality to Employee Self Service (ESS); (2) added functionality for 12 month spread payroll deduction for parking permits; (3) completed conversion and validation of all legacy system data to SAP; and (4) coordinated with IT to produce the FY13 Salary Review process that included the ½% vice president's discretion allocation.

### **5.15 Complete the Pride and Action campaign plan to achieve the goal.**

**Transportation Services:** 100% participation of shuttle staff.

### **5.16 Promote a safe and secure environment.**

**Parking Services** participated in the Campus Lighting Tour that identified locations on campus that required additional lighting to increase visibility and safety.

**Parking Services:** On university closure days due to winter weather, patrolled parking areas and conducting deicing and sand application to walkways and parking surfaces that have accumulated ice.

**Parking Services** purchased new LED lighting fixtures for the garages and are replacing them, added additional cameras in the garages, have a full-time guard for the paid garages to assist students.

**Parking Services** partners with the University Police Department to provide a safe and secure environment for the faculty, staff and students.

**Parking Services:** During emergencies assists in the safe and secured environment for the university. We assisted UPD during a gas leak last semester in letting emergency vehicles in the area and limiting the amount traffic into the affected area. During this time a disable faculty person was trying to leave the unaffected area but was unable because maintenance truck had blocked her wheelchair access into her vehicle. We contacted facilities to remove the vehicle but in the process one of our staff members moved her vehicle out of the parking spot so she could load her wheelchair.

**Transportation Services** provide late evening shuttle service for access to/from campus.

**Transportation Services** conducted safety review of equipment and tools at the Bike Cave.

**Transportation Services** purchased safety equipment and first aid station for Bike Cave.

**Transportation Services** refined inclement weather plan and communication with students, faculty, staff, and all service partners.

**Transportation Services** developed Transportation Services emergency contact protocol.

**Transportation Services** obtained FEMA certification.

**Custodial Operations** improved safety record achieving a 16% reduction in Lost Time incidents. The Back to Work program for custodians injured on the job was very successful; three custodians participated and all returned to work within or before expected with no aggravation of injuries or re-injury.

**EHS&RM** has the entire campus on a set inspection schedule for inspection and maintenance of all Fire Alarm, Fire Sprinkler, and Fire Suppression systems to ensure we are and stay in compliance with state and federal laws.

**EHS&RM** has developed a Do Not Respond list of hazardous chemicals on campus. Expanded this list to create a Spill Response protocol for EHSRM and UPD to ensure safety of the first responders.

**EHS&RM** obtained a Food Handler Program License and established a Food Handlers Safety Training Course for campus organizations planning an event that will consist of preparing and/or serving food for sale on Texas State University property. In 2013 EHS&RM trained 401 Students/Staff/Faculty to ensure food safety on campus.

**Grounds Operations** staff responded superbly to various severe weather events including:

- a. Recovery and clean up following the flood in November.
- b. Prepared for and implemented plans for several university closures due to ice.
- c. Recovery and removed sand and debris after the ice events.

## Upcoming Projects

FSS Planning and Real Estate will finalize the lease for the ALERRT Program to support the expansion of their program.

FSS Planning and Real Estate will move forward on the acquisition of Allen Wood Homes from the San Marcos Public Housing Authority under our Letter of Intent.

FSS Planning and Real Estate will finalize real property issues related to the Loop 82 Overpass project including: agreement with the City of SAN Marcos regarding utility relocations and negotiations with TxDOT regarding the expansion of the ROW for the Loop 82 Overpass Project.

FSS Planning and Space Management will continue enhancing GIS capabilities by creating parking layer(s) for the Transportation Services GIS, training intern to use GIS, and providing interactive maps to the campus community via GIS Server.

FSS Planning and Space Management will continue enhancing the workplace management system by building-out the AiMCAD module and conducting formal space surveys.

Financial Services will complete a Self-study and Peer Review

Financial Services will implement Radiant RFID-Phase I

Financial Services will implement and operationalize E.V.E. (Electronic Verification of Equipment)

Financial Services will implement the SciQuest system implementation for the TSUS Consortium

Financial Services will explore and set in motion a travel booking and management solution

Financial Services will implement W-2 reporting in SAP

Financial Services will expand the course offerings for staff and users

Financial Services will explore and set in motion a logistics tracking and management system

Treasurer/SBS will implement Guaranteed Price Plan

Treasurer/SBS will implement SAP (Satisfactory Academic Progress) for Exemptions and Waivers – SB 1210

Treasurer/SBS will implement Pathway consortium agreement program

Treasurer/SBS will automate the cancellation process

Parking Services will configure T2 permit sales for FY 2015 changes

Parking Services will build custom task to assist with manual research of DPS file

Parking Services will try new strategies to lower the number of miles and amount of gas that our vehicles use daily

Parking Services will continue to update software and parking equipment till the end of the fiscal year

Parking Services will attempt to go completely automated this Summer in pay garages – No cashiers or student managers

Parking Services will install pay and displays across campus

Office of Budgeting, Financial Planning and Analysis will work to improve emails sent to account managers for documents created in FMBB Budgeting Workbench - Create Documents.

Office of Budgeting, Financial Planning and Analysis will develop a workflow process to automate posting for preposted budget documents.

Office of Budgeting, Financial Planning and Analysis will develop a new training class for Budgeting 101 to help the campus community understand the concept of fund accounting and budget development methodology.

Office of Budgeting, Financial Planning and Analysis will convert the SAP Report Fundamentals class to an on-demand online training session.

Facilities Management/Operations will complete energy retrofit and mechanical infrastructure projects funded via a combination of System bonds, HEAF and Major R&R accounts.

Facilities Management/Operations will complete the repairs/upgrades of the Sessom Creek north bank restoration and Spring Lake Dam stabilization projects.

Facilities Management/Operations will support FPDC in the execution of capital and special projects.

Facilities Management/Operations will complete deferred maintenance and major repair and replacement projects including elevator repairs, mechanical/electrical upgrades and classroom renovations.

Facilities Management/Operations will field the latest version of AiM IQ software package and develop the first AiM dashboards. Use AiM to better track work time and productivity through AiM Idesk software package.

Utilities Operations will continue the 15 kV Electrical Infrastructure Project to repair, replace and upgrade the components and distribution system.

Utilities Operations will continue implementation of selected Energy Conservation Measures (ECMs) in certain campus buildings to reduce electric, natural gas and water consumption. Continue implementation of energy and water reduction strategies in the thermal plants.

Utilities Operations will continue submission of the storm water MS4 NOI and Storm Water Management Plan to TCEQ before June 2014.

Utilities Operations will continue the assessment of a P3 procurement strategy for the CHP project.

Facilities Planning (FPDC) will initiate major construction and renovation projects including: Jones Dining Hall Renovations; JC Mitte & Sabinal Renovations; LBJ Student Center renovations; Star One Build Out/Expansion; Bobcat Trail Mall Enhancements/Utilities; and, Moore Street Housing/Utilities.

Facilities Planning (FPDC) will complete ongoing major construction and renovation projects including: West Housing complex; Comal Building Renovations; demolition of Clear Springs Apartments; and, continue phase 2 of the Electrical Infrastructure Upgrades.

Custodial Operations will maintain an accident/incident database to track if the reduction in square footage per employee has the desired result of reducing preventable accidents/incidents with a goal of specifically reducing them by 2% annually.

Custodial Operations will continue to inspect all areas monthly with an overall goal of inspecting 80% of cleanable areas.

Custodial Operations will achieve an average APPA Level 2.5 for the department as a whole.

Grounds Operations will continue:

Grounds: sod Centennial Hall; redesign beds at University entry signs at the bus stop, PERF, and CM Allen if approved; summer annuals removal and replacement; prepare campus for May and August graduations.

Irrigation: newly installed Baseline controllers operating and controlled from the shop and irrigation systems operating with the newly installed moisture sensors.

Recycling: smooth relocation of compactor at Lampasas. Streamline move out and move in.

Meadows: propagate milkweed and start a Monarch butterfly way station; restart the Aquatic plant nursery; collaborate on building rain gardens, addressing the storm water runoff from the Meadows Center building and parking lot.

Human Resources will:

Collaborate with the Sibson Company to create and implement a revised staff employee performance evaluation system.

Collaborate with PeopleAdmin to implement version 7 of their on-line application system for staff and faculty.

Continue work to create quality training courses relevant and targeted for Texas State management and first-line supervisors.

Final assessment of RFP response for employee credential/training required for the employees to perform their job.

Initiate imaging project for HR records

Collaborate with IT to create outside employment reporting functionality to eliminate reporting on paper form.

Explore with IT how to track and report nepotism status after initial employment.

Continue review of staff on-boarding process for efficiency and quality.

Human Resources (Other):

Human Resources assumed responsibility for the Ethics Compliance function effective June 1, 2013 and implemented a quarterly reporting system to the vice presidents in the fall 2014 showing the status of employee compliance with this TSUS imposed requirement by division. HR also initiated a project with IT to create a program where managers could check the compliance status of their employees at any time.

Human Resources completed the review of UPPS 04.04.18 Drug Testing for Non-Faculty Employees which had been on hold for three years due to concerns voiced with the initial issue of the UPPS in 2009. HR used focus groups and employee input to make adjustments. The UPPS was entered into the review system in January 2014.

Human Resources completed study on the feasibility of implementing a Texas State temporary services employment office to be funded by fees paid by department users. The fees would be substantially less than what we pay outside temp services vendors. Records show that for FY 13 the university had 115 departments hire 408 temporary NSNR employees at a payroll cost of \$2.2 million. The study has not been presented to the VPFSS.

Human Resources secured \$25,000 in HEAF funding to update the New Employee Orientation video. The current video quality is lacking and its information is very outdated in some areas.

Human Resources collaborated with representative from Environmental Health and Safety and Facilities to create a post an RFP for an outside subject matter expert to evaluate and design a program to permit the tracking of all employment credentials/training (federal, state, local) required by employees to be qualified to work in their jobs. One company responded and that response is under review.

Human Resources implemented new employee discount program (Beneplace) effective in September 2013 after review and study of the program during the Spring 2013.