

Southwest Texas State University
Finance and Support Services
2002-2003 Goals, Outcomes & Strategies

FINANCE & SUPPORT SERVICES

VISION

Outstanding Support and Service: Working Together for SWT

MISSION

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

PHILOSOPHY STATEMENT

We believe in the value of higher education and that Finance and Support Services is a partner in the educational process. We believe the division plays a key role in identifying and developing solutions for effectively meeting challenges and opportunities facing SWT.

We are dedicated to the highest ideals of customer service with honesty and integrity in order that we may have the respect and confidence of our customers.

We continually improve our core processes to enhance the quality of the products and services we provide. We are responsible for providing services that constitute the best value to the institution. Our actions promote equal treatment, respect for the opinion of others, and maintenance of the public trust. We strive for fair, competitive procurement processes, timely response to requests for information and equal and confidential treatment of all disclosed information within the constraints of state law and university policies.

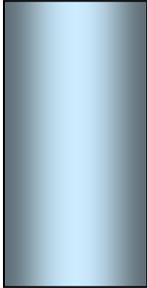
Our commitment to customer services extends to our staff in the FSS Division. People are the source of our strength. We prosper through our individual and collective growth and development.

Employees are acknowledged as individuals, and we value and respect each other's diversity and recognize their contributions. We promote equal opportunity for employment, development and advancement for those qualified. Compensation will be fair and adequate, and working conditions clean, orderly, and safe. Staff should feel free to make suggestions and raise questions. They should have a sense of security in their jobs. We are mindful of ways to help our employees fulfill their family responsibilities.

As individuals in the FSS Division, we are responsible for the success and the excellent reputation of the division.

We strive as individuals to have a thorough working knowledge and competence in our areas of responsibility to achieve the highest quality performance possible. Our future depends on the satisfaction of those we serve. We seek the advice and support of our immediate supervisors. We promote working together as a team to accomplish our goals.

Southwest Texas State University
Finance and Support Services
2002-2003 Goals, Outcomes & Strategies



Enhance our customer service focus by continuously reviewing our core processes and implementing new services.

- Improved core processes
- New services will be implemented to meet the needs of our customers
- The organizational structure and processes of each FSS unit is deemed as meeting the needs of its customers and is supportive of the university mission.
 - Assessment is used for continuous program monitoring and improvement.
 - Use of web based communication for the purpose of keeping our customers and stakeholders informed.



Protect the financial integrity of the university by safeguarding the university's assets, ensuring efficient use of university resources and compliance with regulatory authorities.

- Operations will be managed with available resources.
- Improved, accurate and timely dissemination of financial information.
- Fewer exceptions to compliance issues.
- Facilities and infrastructure conducive to the overall well being of the students, faculty, and staff.



Create a challenging and satisfying work environment by promoting an effective, qualified and diverse workforce and publicizing our accomplishments.

- Employees in the FSS Division will know what is expected of them, be informed, and receive timely, honest feedback on their performance.
- FSS employees should achieve a rating of 300 or above on their performance evaluation appraisals.
- A systematic training and development program will be in place for each FSS employee.
- Division employees will be valued and their achievements recognized.
- The FSS Division will achieve a diverse workforce.

CUSTOMER SERVICE

Enhance our customer service focus by continuously reviewing our core processes and implementing new services.

Improve core processes.

- ❖ As one of the highest priorities on campus, Financial Services, Budget, Human Resources, and IT recommended to the Board of Regents the purchase of the SAP financial and human resource software package. This has required a significant time commitment from the FAS team plus many other staff members in the functional areas. Several very qualified individuals were hired to be responsible for daily operations so that incumbents could work on the project. This includes Pam Gulley as Interim Director of Accounting (with ~20 years experience in state government in Texas) and Lisa Braun as Interim Assistant Director of Accounting for Financial Reporting (with public accounting as well as prior SWT experience). Jim Dorsey was recently identified to serve as Acting Director of Materials Management. Human Resources provided 2 Assistant Directors to the FAS team resulting in the hire/transfer of replacement staff (Jeff Lund and Joyce Manske). Staff in many offices participated extensively in the FAS “as is” documentation process for both financial and HR processes and procedures. Work to implement the software began in March 2003. The “blueprint” phase will be completed this summer. Work will be done with the FAS team to identify recommended changes and try to plan in advance to minimize organizational disruption and to accomplish efficiencies where possible. (Financial Services, Budget, Human Resources, VPFSS Office)
- ❖ Numerous projects are being completed to prepare financial records for migration to the new software. This includes closing out 400+ expired grant accounts, purging vendor & other CUFS files, as well as assuring that all AR & bank reconciliations are up-to-date and adjusting entries made. (Financial Services – Grants and Contracts Administration, Accounting)
- ❖ Elevator Emergency Evacuation Training was arranged for 45 SWT employees as well as employees of the University Police Department and the San Marcos Fire Department. (Facilities)
- ❖ A “Billing Philosophy” document was published for all account managers. (Facilities)
- ❖ A computerized custodial supply ordering system was implemented. (Facilities – Custodial Operations)
- ❖ Negotiations with the bus contracts, Cognisa, continue in order to meet the growing student demand. Our goal is to have a long term solution to the financial impacts of the current contract on both parties resolved allowing for increased service for the fall, 2003. Negotiations continue with the contractor. We have altered some routes and have had few complaints so far this Fall semester. We have also submitted a grant proposal to the federal government to expand our Austin commuter service. This would establish us as a rural transit provider and allow us to apply for future grants. (Auxiliary Services)
- ❖ Negotiations have begun with Kinko’s for the possible outsourcing of certain reprographic functions. Fall 2003 the University Bookstore utilized Kinko’s for the production of its course packs. (Auxiliary Services)
- ❖ The current ID card software will be upgraded to CS Gold and Data Card beginning June 28 through July 11, 2003. Completed and Installed (Auxiliary Services – ID Services, ISS, Technology Resources)
- ❖ A draft ORP/TSA vendor regulation document, which will be forwarded to the Retirement Programs Committee for comments and hopefully the August Board meeting, was produced. (Human Resources)

- ❖ Job posting procedures were revised at the request of Staff Council and in anticipation of a revision to UPPS 04.04.11, to put state comp time balances on the web up to 90 days prior to expiration. The notification procedures were also expanded to provide individual notices of expiring state comp time 90 days in advance of expiration. (Human Resources)
- ❖ The training module on job classification was revised. (Human Resources)
- ❖ Numerous improvements have been made in the Grants and Contracts Administration office which have increased customer service. The department name was changed from “Grants Accounting” to reflect expanded scope of operations and the “Manager” title was changed to “Director”. Job audits were completed which confirmed that “Grant Specialist” positions should be “Grants Accountants”. One of the Grants Accountants is a para-legal and has been designated as a “contract specialist”. The Grants Management Guide – which is available online, was completed as well as other reference information for PI’s and research community. (Financial Services – Grants and Contracts Administration)
- ❖ A P-card training video was completed mid-year. Accompanying training materials are being developed and should be implemented before year-end. The feasibility of making P-card training available via the web (to provide easier access for customer and user-based scheduling) is also being explored. (Financial Services – Procurement Services)

New services will be implemented to meet the needs of our customers.

- ❖ Student/Hourly direct deposit was begun as a pilot in November 2002 and fully implemented in January 2003. To date, approximately one-third of the employees have signed up for this service – which is both more convenient for the employees and also provides greater security of funds (no lost &/or stolen checks). This service was made possible, in part, by moving a Cashier position to the Payroll Office to accomplish the data entry required for offering direct deposit to the student/hourly employees. (Financial Services-Payroll, ISS)
- ❖ Acceptance of credit card payments via web was expanded with the help of ISS. A standard, *secure* method for credit card acceptance was created. This should protect cardholders, as well as increasing customer service. (Financial Services – Accounting, ISS)
- ❖ The Facilities Management System web-based Customer Request Entry (FacilityFocus) was implemented across campus and four training sessions were conducted. (Facilities Management)
- ❖ A fall 2002 referendum to implement an ID Card Fee passed by a 76% margin by the students. The new fee will go into affect when off-campus vendors are accommodated, preferably fall 2003. The ID Services and other campus stakeholders are continuing to work on the implementation of this vital program. We are currently soliciting some of our fellow institutions that have off-campus relationships to receive copies of their contracts so we can begin that process. (Auxiliary Services)
- ❖ Custodial staff was hired to service the End Zone facility and the Mitte Complex. (Facilities – Custodial Operations)
- ❖ A web registration system was created and piloted in April 2003. (Financial Services – Accounting, Academic Affairs, ISS)
- ❖ Support was provided to the Instructional Technology department for the purpose of improving the technology in classrooms. (Facilities)
- ❖ Human Resources, as an initial partner with the Registrar in the electronic imaging system project in FY 2000, continues to work with the Registrar and other departments (Accounting, Graduate College, Financial Aid) to secure an imaging system. Approval was received by ASCC to prepare a Request for Offer to send to the top three vendors. The VPIT has stated this project is to secure an archiving system and can move ahead outside the FAS project. (Human Resources and others)

- ❖ A link with the Texas Department of Public Safety was established to obtain criminal background information for applicants selected for security sensitive positions. (Human Resources)
- ❖ While not a new service for our customers, the donation of obsolete PC's and other equipment were made to the New Braunfels Charter School (as allowed by State law). This eliminated the need to store these items while waiting on the Dept. of Criminal Justice to come pick up the old items. This donation was greatly appreciated by the Charter School. (Financial Services - Materials Management)

Assessment is used for continuous program monitoring and improvement.

- ❖ A Comprehensive Peer Review site visit for the Bookstore was held and management responses were prepared addressing the recommendations in the written report. (Auxiliary Services – Bookstore)
- ❖ A Mail Services Comprehensive Peer Review site visit was held in April. (Auxiliary Services – Mail Services)
- ❖ Comprehensive Peer Review self-study reports are being written by the Print Shop, and Facilities.
- ❖ Contact was initiated with Institutional Research to prepare the FY 2003 Human Resources Customer Satisfaction Survey which is conducted every three years. The initial meeting was held in March. (Human Resources)
- ❖ As a result of the Auxiliary Services Comprehensive Peer Review, the Dining Services Committee continues to review the Catering Operation. It is noteworthy that as of March, catering sales are up 7.9% over the same time last year. (Auxiliary Services)
- ❖ Student focus groups were conducted to solicit input regarding brand concepts in the dining facilities. As a result of evaluating the use of Jones, since Commons Dining is currently max'd out, design and construction for modifications is planned for fall 2003/spring 2004 with a fall 2004 reopening date. There is currently a design group on contract with Compass Group preparing an artist rendition of what the new expanded eatery might look like. They will also suggest food concepts based on our current offerings. (Auxiliary Services)
- ❖ As a result of the Custodial Operations Comprehensive Peer Review, a bid to replace and standardize soap, paper towel, and toilet tissue dispensers across campus was secured as well as providing consistent jumbo paper products and improved hand soap. (Facilities- Custodial Operations)

Use of web based communication for the purpose of keeping our customers and stakeholders informed.

- ❖ The Office of the Vice President maintains and keeps current the "Facilities at SWT" web site which makes available construction information and the Pardon our Dust power point presentation that has been offered to many different campus and San Marcos community entities and groups. The presentation has been shared with the SWT Guardian Club, San Marcos Planning and Zoning Commission, the Chamber of Commerce Governmental Committee, San Marcos Rotary Club, Alumni Board, Parents Association and many others. (VPFSS – Assistant Vice President for Finance)
- ❖ Procurement Services and Materials Management were maintained on the VPFSS server and revised to ensure up-to-date departmental web pages that are available and accessible. (VPFSS – Assistant Vice President for Finance)
- ❖ The Roster of Councils and Committees became the responsibility of the VPFSS Office and was moved to the FSS server to ensure an up-to-date list/membership. (VPFSS – Executive Assistant)

- ❖ Human Resources revised its website and put all job specifications on the web for easy campus wide access. (Human Resources)

FISCAL INTEGRITY

Protect the financial integrity of the university by safeguarding the university's assets, ensuring efficient use of university resources and compliance with regulatory authorities.

Operations will be managed with available resources.

- ❖ A bid to replace and standardize soap, paper towel, toilet tissue dispensers across campus was secured as well as providing consistent jumbo paper products and improved hand soap. (Facilities- Custodial Operations)
- ❖ Financial information was provided to the President and Chancellor to present to the Legislature for the purpose of securing legislative funding for the construction of a building at the MITC. (VPFSS Office)
- ❖ The total facilities warehouse inventory was reduced by 33% and usage was increased by 7%. (Facilities Management)
- ❖ Computers in the FSS Division older than four years were identified for replacement via the computer refresh cycle. Computers in Budget, Human Resources, Financial Services, Mail Services and Facilities were replaced. In addition, from the HR budget, one additional computer was purchased plus the VPFSS funded the purchase of another computer which resulted in HR getting 8 new computers in FY 2003.
- ❖ A draft of a long-term utility capital budget was completed. (Facilities – Utilities Operations)
- ❖ Bids to outsource custodial services for the Mitte Complex were secured, evaluated and analyzed resulting in retaining the work in-house. (Facilities – Custodial Operations)
- ❖ Procedures were implemented to put the SWT hiring freeze in place effective January 24, 2003. (Human Resources)
- ❖ A bid request for paper products, hand soap and dispensers for the purpose of achieving consistency and improved quality was issued. (Facilities – Custodial Operations)
- ❖ Financial assistance from the State Emergency Management Office was pursued due to flooding experienced in summer 2002. SWT received \$22,000. (Facilities)
- ❖ Discussions with the City of San Marcos Water and Wastewater Department regarding the SWT purchasing effluent from the waste water plant for irrigation are taking place. If negotiations are successful, the cost would be a fraction of the cost of water. (Facilities)
- ❖ Texas State Waste Removal Contract was successfully rebid.

Improved, accurate and timely dissemination of financial information.

- ❖ The FY 2002 AFR was completed this past fall in accordance with sweeping changes made under GASB 34/35. This was accomplished by “interim” staff members (due to the FAS project). The team responsible for this project was recognized under the FSS Quarterly Team Award program. (Financial Services)
- ❖ Hazardous communication documents including MSDS sheets and emergency procedures for all shops were updated. (Facilities – Facilities Operations)
- ❖ Financial spreadsheets for the Cabinet were prepared in response to the State's mandate to cut budgets by 7%. (Budget Office)
- ❖ The Legislative Appropriations Request for SWT was revised as required by the State within the timeframe identified. (Budget Office)
- ❖ Models to analyze appropriation and tuition scenarios were created. Several scenarios were developed and presented to President's Cabinet. (Budget Office)

- ❖ Work was suspended on the proposed Compensation Policy until Fall 2004 after the hiring freeze and subsequent budget reduction initiatives were put in place in January. At the time of suspension, Human Resources had: 1) developed a draft staff compensation philosophy, 2) secured approval from all vice presidents on pay plan relationships of staff titles, 3) identified staff benchmark pay plan titles to be surveyed in the university market survey, 4) secured approval of staff title descriptions to be matched in the university market survey, 5) prepared the biennial staff university market and Southland Conference market salary surveys for distribution, and 6) purchased the staff local market survey data from a private vendor. (Human Resources)
- ❖ UPPS's 04.04.07 Nepotism and Related Employment, 04.04.11 University Classification and Compensation Policy, 04.04.15 New Employee Orientation, 04.04.30 University Leave Policy, 04.04.44 Life Threatening Illnesses, 04.04.50 Faculty and Staff Checkout Procedures – Termination of Employment, and 04.04.52 Retirement Programs were revised. Human Resources also wrote a new UPPS on Volunteers, provided input for a new UPPS on Employee Financial Responsibility and wrote a new FSS/PPS on Compensatory Time for Exempt FSS Employees. (Human Resources)
- ❖ Procedures were implemented to award the March 1, 2003 mandated state increase to the appropriate employees. (Human Resources)
- ❖ The State Auditor's Office has arrived to conduct a Financial/Performance audit for FY 2002. FSS Departments will provide information when requested and meet with the audit team throughout the summer. (Financial Services, VPFSS Office)
- ❖ Information will be gathered at the request of the Internal Audit Office as they conduct their review on the following: personal use of state assets, course fees, indirect cost, ATP/ARP, and possibly others.

Fewer exceptions to compliance issues.

- ❖ The campus elevator contract was rebid. Additional services were obtained and a yearly savings of \$60,000 was realized. Sixty-five of the seventy elevator compliance issues were completed. (Facilities – Facilities Operations)
- ❖ A tracking system to monitor the status of deficiencies noted in the State Fire Marshal's report was developed. Over 200 work requests to correct noted deficiencies were completed at a cost of approximately \$90,000. (Facilities – Facilities Management)
- ❖ New procedures have been put in place at the Bookstore to ensure that monthly cash balances equal the cash balance recorded in Accounting. A new fund has been established and Auxiliary Services and Accounting continue to work together to balance the old Fund 1362. The new fund, Fund 1368, has balanced every month since we created it in April 2003. The bookstore business manager and accounting personnel are meeting monthly to balance the account. (Auxiliary Services – Bookstore, Financial Services – Accounting)
- ❖ SWT is not required to obtain an MS4 permit at this time; however, Facilities continues to pursue storm water runoff improvements. (Facilities)
- ❖ Collection Agency Contracts were approved. Loan Collections will continue to work with students as much as is feasible prior to turning over accounts for collection. However, the use of collection agencies is necessary to show due diligence in collecting bad debts and to try to maximize recovery. (Financial Services – Loan Collections)
- ❖ Almost 100% of the Hazardous Material Audit findings have been addressed. Internal Audit did an informal review of activities in late fall and were pleased with the results. (Financial Services – Risk Management and Safety)
- ❖ The COOL contract with Staples is being reviewed before August 31 to determine if it should be extended, particularly in light of HUB reporting needs. (Financial Services – Procurement Services)
- ❖ "Prep" work to acquaint the new Interim Director with the CUFS financial system and MTDC proposal requirements will occur over the summer in order to get ready for the

F&A (indirect cost) proposal review. (Financial Services - Grants & Contracts Administration)

- ❖ Upon receipt of the Fire Marshall follow-up report, a plan will be developed to address items cited in the report. (Financial Services - Risk Management and Safety, Facilities)
- ❖ We will continue to monitor activities needed to assure implementation of Management Responses in the State Auditor's Report regarding HUB compliance. (Financial Services – Procurement)

Facilities and infrastructure conducive to the overall well being of the students, faculty, and staff.

- ❖ The purchase of properties previously owned by Mr. Cole, Ms. Clevenger, the Moore family, Dr. Ballard, and Mr. Morris (3 properties) were finalized. Negotiations on the Kappa Alpha property were terminated due to budget cuts imposed in January 2003. The Special Assistant also assisted with the sale of the Gurgan and Langley properties associated with the San Marcos Hall Phase II project. (VPFSS Office – Special Assistant)
- ❖ No long-term lease or sale occurred for the properties at IH35/McCarty and McCarty/Hunter during FY 2003; however, the listing remains open. (VPFSS Office – Special Assistant)
- ❖ Recommendations were finalized for a development site for the Round Rock Higher Education Center and a Request for Proposals was developed for the interim (and possible long-term) lease of space for RRHEC to keep pace with growing enrollment demands. (VPFSS Office – Special Assistant)
- ❖ An easement agreement with the City of San Marcos for the installation of sewer lines in connections with the Cottonwood Creek project was completed. A parking lot swap agreement with the City of San Marcos to transfer use of downtown space with parking on Charles Austin was completed. Negotiations with Hays County began for the expansion of McCarty (between IH35 and Hunter). (VPFSS Office – Special Assistant)
- ❖ Facilities Planning, Design and Construction worked to ensure that all capital improvement projects met high-quality standards, were completed on schedule, and were delivered with minimum disruption to the campus community. The following projects were the responsibility of FPDC: MCS 5th floor was completed, Business Building Garage contract was awarded, Student Health Center contract was awarded, Strahan Addition contract was awarded, renovation of Alkek First Floor was awarded, Business Building contract was awarded, Education Renovations contract was awarded, and the Houston House was demolished. San Marcos Hall Phase II started construction. (Facilities – Facilities Planning, Design & Construction)
- ❖ A preventative maintenance program for building exterior doors was implemented. (Facilities)
- ❖ A schedule for conducting building inspections was established. Cost estimates are being refined. (Facilities)
- ❖ Monitoring equipment to support the Indoor Air Quality program was procured. (Facilities)
- ❖ The second electrical feeder tie-in to the Cogen was completed. This redundancy provides more reliability for the electrical grid on campus. (Facilities – Utilities Operations)
- ❖ Capacitor banks at the Cogen to reduce the electrical power factor and reduce electrical billing charges were installed and placed into operation. (Facilities – Utilities Operations)
- ❖ Major maintenance on Cogen equipment/generator was accomplished during 2002 Christmas break. (Facilities – Utilities Operations)
- ❖ Landscaping improvements on the LBJ street side of the Pleasant Street Garage were completed. (Facilities – Grounds Operations)
- ❖ In a cooperative project with the Geography Department landscaping improvements were made at Evans/Liberal Arts. (Facilities – Grounds Operations)

- ❖ A mist system was installed at the Horticulture Center that has allowed for the propagation of many new plants being used on campus. (Facilities – Grounds Operations)
- ❖ The Assistant VPFSS Planning is working with a member of the Facilities Committee and faculty member in Computer Science to attempt to adapt the Coordinating Board space model for SWT departmental use. Plans are to have a model for discussion by the campus community this summer. (VPFSS – Assistant Vice President for Finance)
- ❖ A proposed a time schedule for the review of the next Campus Master Plan was developed and is being reviewed. On-campus activities with both the Issues Subcommittee and the Facilities Committee were conducted. (VPFSS – Assistant Vice President for Finance)
- ❖ A recommendation for new hazardous waste storage facility (site, specs, etc.) will be prepared resulting in construction of the facility. (Financial Services - Risk Management and Safety)

WORK ENVIRONMENT

Create a challenging and satisfying work environment by promoting an effective, qualified and diverse workforce and publicizing our accomplishments.

Employees in the FSS Division will know what is expected of them, be informed, and receive timely, honest feedback on their performance.

- ❖ All departments in the FSS Division had their annual employee appraisals completed within the required timeframe.

FSS employees should achieve a rating of 300 or above on their performance evaluation appraisals.

- ❖ Eleven employees in the FSS Division had ratings below 300. All have been placed on performance improvement plans and are being monitored.
- ❖ Seven of the eleven employees in the FSS Division that had ratings below 300 were in Custodial Operations. Seven have voluntarily terminated and the remaining four have met their performance improvement plans.

A systematic training and development program will be in place for each FSS employee.

- ❖ Two Custodial Operations Supervisors attended the first Supervisory Skills 101 seminar in June with others scheduled to attend Fall Fy 2004. (Facilities- Custodial Operations)
- ❖ An in-house Supervisory Skills 101 seminar was developed for recently promoted supervisors and managers in the FSS Division. The first seminar is scheduled to begin in June. (VPFSS – Special Assistant)
- ❖ Training for facilities employees is conducted every week. (Facilities Management)
- ❖ English, Math and computer courses are provided as needed and when requested by Facilities employees. (Facilities – Facilities Management)
- ❖ CPR and First Aid training programs are conducted for Facilities staff. (Facilities)
- ❖ Staff training initiatives which were started two years ago are continuing, to provide every staff member with an opportunity to have adequate basic skills (such as Microsoft Office) in preparation of the FAS implementation. Additionally, more complex skill sets are being developed such as “Accounting for Non-Accountants” training which was recently completed by ~30 staff members. (Financial Services)
- ❖ Additional training plans have been identified and are taking place to get ready for SAP. Departments in FSS are ensuring their staff receives training on Microsoft Office applications.
- ❖ Forty hours of job specific training is provided to each newly hired custodian. (Facilities-Custodial Operations)

Division employees will be valued and their achievements recognized.

- ❖ As of April 2003, two FSS employees, one in Grants Administration and one in Facilities, were honored as the SWT Employees of the Month for September and April respectively.
- ❖ Funding was distributed to BSC members and awarded to division employees for recognition of their work performance.

- ❖ “Just in Time” monetary awards are presented on a weekly basis. (Facilities)
- ❖ FSS Quarterly Team awards were presented to the Late Registration Traffic Directors team (October 2002) the University Distribution Center team and Student Direct Deposit Implementation team (January 2003), and the 2002 AFR Restatement for GASB 34&35 team (April 2003).
- ❖ Cluster H in Custodial Operations received the February 2003 SWT Quarterly Team award.
- ❖ Eight employees in the FSS Division received \$250 performance awards in May 2003.

The FSS Division will achieve a diverse workforce.

- ❖ FSS Division supports university initiatives for increasing diversity by enhancing the diversity of applicant pools through targeted position advertisements.
- ❖ The division had a net addition of one ethnic minority director this year.
- ❖ Custodial Operations employees: 77% Hispanic, 15% White, 7% Black.
 - 81% over the age of 40 and 56% Women.
 - 54% of the management/supervisory positions are women.

Disappointments Regarding Planned but Unfulfilled Strategies

SPI money was not available for round two funding in FY 2003; therefore, none of the following positions were funded. Fire Safety staff for Risk Management and Safety, Contract Administration staff for Financial Services, Accountant III in Accounting, and a Property Clerk in Materials Management.

Additionally, an Administrative Assistant III for Grants & Contracts Administration was not funded (an SPI request has been submitted for a position such as this for several consecutive years). This office desperately needs administrative assistant support. It is the only office reporting to AVP-FS/T that does not have such support. This position would be utilized to help the Director monitor many compliance areas (such as effort reporting) and to monitor accounts receivable (billings and collections).

The results of the HUB audit caused unwarranted adverse publicity for SWT. Many of the findings were due to a lack of documentation; but, maintaining such records is labor-intensive. It is possible that having a staff member dedicated to this area could have prevented many of the findings. SPI funding has been requested (for at least 3 consecutive years) for a position which would have primary responsibility for HUB compliance. This position is needed if we want to do more than maintaining documentation (as required by HUB legislation) and to make real progress in improving HUB usage.

The Human Resources Customer Satisfaction Survey is to be conducted every three years and was scheduled for FY 2003. An indefinite postponement of the survey was agreed to due to the overall unfavorable climate created by the budget shortfall and hiring freeze. This strategy will be ongoing for FY 2004.

Human Resources was scheduled to secure approval of the proposed Compensation Policy and complete a new salary survey in fall 2002. However, this project was put on hold until at least fall 2003 due to the budget and hiring freeze situation, after substantial work had already been invested in the project. This included drafting a staff compensation policy, receiving approval from all vice presidents on the pay plan relationships of staff titles, and identification and approval of the staff benchmark titles to be surveyed in the university market. Local market data had been purchased and both the university and Southland Conference surveys were approved and prepared for distribution. Also included in this project was a commitment from PC to implement a comprehensive communication program to all faculty and staff to ensure all faculty and staff understood the compensation program and exactly how the salary survey process worked to set faculty and staff pay plan salaries.

Due to the budget shortfall and hiring freeze, attendance at two job fairs by Human Resources staff was put on hold. The high profile job fairs, identified as good sources for diversity candidates, would have cost over \$3,000. Loss of staff (1.5 FTE) and timing of the freeze also interfered with attending the job fairs.

Progress on the development of a formal faculty salaries expenditure/budgeting policy by the VPAA's office and the Budget Office has not been made.

Numerous high priority projects are going on simultaneously which put demands on staff time. These time demands result in UPPS and FSS/PPS's not being updated on a timely basis. Also new policy statements that are needed to codify existing procedures and/or to develop new ones are not getting written. Having written policies & procedures is essential -- so that the campus community (as well as our own Financial Services staff) knows operating guidelines.