Online Assessment Tracking Database

Sam Houston State University (SHSU)
2014 - 2015

Finance And Operations, Vice President

Goal	**Advance Student Success** 🔑 ⊟
	Increase and develop university resources and infrastructures that support the intellectual transformation of students.

Objective (P)	**Increase/Develop University Resources For Student Employment** 🔑 ⊟
	Identify resources to increase on-campus employment opportunties in an effort to increase student persistence and success.
KPI Performance Indicator	**Budget Analysis And Allocation** 🔑

- Identify funding strategies
- Prepare and submit proposals to cabinet
- Monitor and report impact of funding allocations

Result	**Institutional Workstudy Program** 🔑
	Collaborated with Enrollment Manangement and Financial Aid Office to fund and implement an institutionally funded non-need based workstudy program.

There are no actions for this objective.

Objective (P)	**Expand Student Employment** 🔑
	VPFO departments will seek to serve full-time institutional support functions through the establishment of student employment opportunities that enhance student preparation for the workforce by imparting real world experience in their fields.
KPI Performance Indicator	**Student Employment Within VPFO Departments** 🔑

- Department will identify opportunities for increasing student employment as part of budget request.
- Department will report pre and post implementation student employment headcount quarterly.
- Departments will calculate and report dollar and/or operational efficiency impacts quarterly, if any.

Goal	**Increase Efficiency Of University Operations** 🔑
	VPFO departments will continue to develop and deploy automated solutions.

Objective (P)	**Automated Solutions** 🔑
	Departments will identify additional third party solutions that will simplify/facilitate business processes.
KPI Performance Indicator	**3rd Party Solutions** 🔑

- Departments must identify one business processes that may be better supported by 3rd party solutions.
- Department heads will prepare and submit proposals at 1-on-1 meetings with VPFO.

Result	**Parking Solution** 🔑
	Parking and transportation has identified 3rd party solution that will increase parking efficiencies, revenues and enforcement. Funding has been allocated and efforts to acquire and implement solution are underway.
Result	**Banking Services And Software** 🔑
	Treasury operations has fully implemented banking services and software solutions in collaboration with Wells Fargo Bank. New services and solutions include positive pay, controlled disbursement, WEB enabled reporting and banking management, automated ACH and wire services, etc…

There are no actions for this objective.

Objective (P)	**Develop Automated Processes** 🔑
	Departments will continue to develop automated processes to simplify/facilitate business processing.
KPI Performance Indicator	**Automating Processes** 🔑

- All departments will identify one business process they will redesign from paper-based to computer supported.
- Department heads will discuss proposals at 1-on-1 meetings with VPFO.

Result	**Cut Over To E Docs** 🔑
	In collaboration with the Controller, Payroll and Budget office F019, institutional memeberships and alcohol approval forms have been fully implemented accross the campus, thereby replacing a paper-based process that was prone to errors and approval bottlenecks.

Result	**Hiring Process Analysis** 🔑

HR, budget and payroll will collaborate on a cradle to grave analysis of the hiring process. Improvements may include changes to approvals and routing, departmental comprehension and satisfaction, improved communication with applicants.

There are no actions for this objective.

Goal	**Data Driven Decisions** 🔑

Develop and implement reporting tools and reports that allow visibility into revenue and expense activities across the campus.

Objective (P)	**Financial Analysis Models** 🔑

Departments will develop replicable reporting models that allow measurement of enterprise performance to budget, PY and support modeling for future periods.

KPI Performance Indicator	**Reporting Models** 🔑

Departments will develop:
-Revenue Analysis report by Major elements
-Expense Trend and Budget Analysis Report
-Budget Report for quarterly reporting to TSUS
-Auxiliary enterprise P&L
-Working capital report

Result	**Business Analytics** 🔑

The following management reports have been developed and are undergoing validation and QA:

Tuition and Fee Income Report
Intercollegiate Athletics P&L
Housing
Vending
Bookstore
Golf Course Operations
Printing

Result	**Working Capital** 🔑

Financial reporitng has developed a working capital report that allows executive view and analysis of availble resources by fund type and fund. Report is undergoing final QA and validation.

Result	**Debt Analysis** 🔑

Treasury operations has developed and delivered a holistic schedule of outstanding bond debt by funding source. This allows institution-wide view of current and long-term commitments as well as identification of dates where major debt payoff's occur.

There are no actions for this objective.

Objective (P) **Benchmarks And KPI's** 🔑

Departments will identify a variety of HE specific bechmarks (or private sector if applicable) and develop KPI metrics that monitor and compare institutional performance.

KPI Performance Indicator **Departmental Efficiency/Effectiveness** 🔑

- Departments will identify industry specific benchmarks and develop related KPI's.
- Department heads will report departmental performance to VPFO.

Result **Payroll** 🔑

Payroll is developing the necessary data collection and aggregation to support calculaiton of efficiency metrics.

There are no actions for this objective.

Goal **Identify Disruptive Change Opportunities** 🔑

Identify opportunities to increase institutional revenues, explore privatization/contracting, evaualte departmental effectiveness.

Objective (P) **Increase Revenues** 🔑

Develop and implement solutions that increase institutional revenues.

KPI Performance Indicator **Revenue Enhancement** 🔑

- Change investment strategies
- Develop new student assessment frameworks

Objective (P) **Privatization And Contracting**

Explore opportunities for outsourcing organizational activities to increase revenues, reduce cost or increase efficiency.

KPI Performance Indicator	**Privatization And Outsourcing** 🔑

- Departments will identify one activity that can be outsourced.
- Proposals will be submitted to VPFO for consideration at 1-on-1 meetings.

Result	**Beverage Vending And Pouring Rights** 🔑

Fully implemented 3rd party services with Pepsico to support beverage vending and campus-wide pouring rights. This change, from self op to contracting, will increase campus revenues by $1.5 million over the next 5 yrs.

Result	**Snack Vending** 🔑

The Pepsico changes have left snack vending operations stranded with little institutional support personnel. An RFP will be issued to identify a private partner to support this campus need going forward.

There are no actions for this objective.

Objective (P)	**Departmental Effectiveness/efficency Evaluations** 🔑

- Departments will collaborate with institutional efforts focused on organizational efficiency.
- Identify external consultant support as needed.
- Engage external consultants to evaluate departmental operations.

There are no actions for this objective.