

Office of Treasury and Investment
Management
SACSCOC REPORT

Office of Treasury and Investment Management

Advance Student Success

Goal Description:

Develop resources and opportunities to support the intellectual transformation of students which will enable them to succeed once they have graduated from our University.

RELATED ITEMS -----

RELATED ITEM LEVEL 1

Expand Opportunities For Student Employment

Performance Objective Description:

Treasury will seek to establish student employment opportunities that will allow students to obtain practical work experience that is related to their field of education.

RELATED ITEM LEVEL 2

Student Employment Within Treasury

KPI Description:

- Identify practical opportunities that will increasing student employment and be funded as part of the budget process.
- Show an increase in student employment by adding at least 1 student worker to the department.

Results Description:

Worked with COBA to identify a student that would work as a student assistant in the Treasury office. She worked with us in the Fall semester and continued to work with us in the Spring. Based on this experience, we are planning to have a student in our office for FY18.

RELATED ITEM LEVEL 1

Improve Participation Of Vendors

Performance Objective Description:

Work with vendors to improve their participation in career services events such as career fairs.

RELATED ITEM LEVEL 2

Add Vendors To Career Service Events

KPI Description:

- Work with Treasury's vendors to boost opportunities especially in finance/banking and retail/marketing.
- Track participation of Treasury's vendors in such events on an annual basis.

Results Description:

- Treasury has worked to make our business partners (Wells Fargo, Pepsi) aware of campus recruiting and hiring events
- We will reach out to Career Services to identify additional opportunities to promote their events

Data Driven Decisions

Goal Description:

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

RELATED ITEMS -----

RELATED ITEM LEVEL 1

Benchmarks And KPI's

Performance Objective Description:

Treasury will identify benchmarks and develop KPI metrics that monitor and compare institutional performance.

RELATED ITEM LEVEL 2

Departmental Efficiency/Effectiveness

KPI Description:

- Treasury will identify industry-specific benchmarks and develop related KPI's.
- Prepare and submit report to VPFO.

Results Description:

- Treasury has identified some benchmarks for our investment activities but we are still trying to find benchmarks for our treasury activities
- We have identified comparison tools for the cost of our banking activities and are currently in the process of benchmarking our banking costs to peers

RELATED ITEM LEVEL 1

Financial Analysis Models

Performance Objective Description:

Treasury will develop reporting models to measure performance to budget and support modeling for future periods.

RELATED ITEM LEVEL 2

Reporting Models

KPI Description:

- Develop reports to track the current year revenue generated from the investment of operating funds.
- Create a model to predict future revenues that will be generated by our investment activities.

Results Description:

- Currently generating customized reporting that shows income generated from operating funds and endowment
- Presently working towards a predictive model that will help us to forecast income over the short to medium term

Improve Operational Efficiency

Goal Description:

Treasury will evaluate and deploy solutions to improve the efficiency of the University's operations.

RELATED ITEMS -----

RELATED ITEM LEVEL 1

Automated Solutions

Performance Objective Description:

Identify third party solutions that will simplify or facilitate business processes on campus.

RELATED ITEM LEVEL 2

3rd Party Solutions

KPI Description:

- Identify one business process that may be better supported by a third party solution.
- Prepare and submit proposal to VPFO at 1-on-1 meeting.

Results Description:

- Most of our banking and investment activities are already done by third-parties, under our supervision and direction
- Over the coming year, we are looking at 3rd party solutions to support some new initiatives. An example would be a 3rd party billing company for the proposed College of Osteopathic Medicine's patient clinic

RELATED ITEM LEVEL 1

Develop Automated Processes

Performance Objective Description:

Treasury will continue to develop automated processes to simplify/faciliate business processing.

RELATED ITEM LEVEL 2

Automating Processes

KPI Description:

- Treasury will identify one business process that will be redesigned from a paper-based process to a computer-based solution.
- Prepare and submit proposal to VPFO at 1-on-a meeting.

Results Description:

- Treasury completely overhauled the wire approval process and transitioned it from a paper-based process to an electronic process
- All initiation and approval of a wire is now done online, which allows for departments to track progress and see completion date
- This transition to an online process has been positively received by the campus community

Innovate And Identify Disruptive Change Opportunities

Goal Description:

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

RELATED ITEMS -----

RELATED ITEM LEVEL 1

Departmental Effectiveness/Efficiency Evaluations

Performance Objective Description:

- Treasury will collaborate with institutional efforts focused on organizational efficiency.
- Identify external consultant support as needed.

- Engage external consultants to evaluate departmental operations.

RELATED ITEM LEVEL 2

Work with External Consultants

KPI Description:

- Treasury will work to identify areas where we can improve organizational efficiency
- Identify external consultant engagements to improve efficiency and accuracy

Results Description:

- Treasury has initiated discussions with Wells Fargo to identify areas within our functional areas where we can increase efficiency
- We are also working with Wells Fargo to engage in an informal comparison of our university treasury operations against peer institutions within higher education in Texas

RELATED ITEM LEVEL 1

Increase Revenues

Performance Objective Description:

Develop and implement solutions that increase institutional revenues.

RELATED ITEM LEVEL 2

Revenue Enhancement

KPI Description:

- Change investment strategies for operating funds.
- Consider new alternatives to generate additional alpha from endowment funds.

Results Description:

Operating Funds

- Increased allocation to long-term operating
- Increased allocation to growth/appreciation category
- Portfolios are performing much better than under prior policy framework

Endowment Funds

- Entered into a new investment vehicle in the alternatives category (managed futures) to boost risk-adjusted returns

RELATED ITEM LEVEL 1

Privatization And Contracting

Performance Objective Description:

Explore opportunities to increase revenue, reduce cost, or increase efficiency.

RELATED ITEM LEVEL 2

Privatization And Outsourcing

KPI Description:

- Treasury will identify one activity that can be outsourced.
- Prepare and submit proposal to VPFO at 1-on-1 meeting.

Results Description:

- We are currently evaluating whether it makes business sense to work with private parties to outsource any of our banking processes
- One option we are considering is outsourcing some of our check printing; however, we would lose some of the flexibility that we currently have (e.g., departments/students wish to pick up checks on campus, courier them to specific locations, or hold them till a specific date/event)
