

## ADMINISTRATION AND FINANCE

### Mission

Administration and Finance provides administrative and fiscal leadership, direction, and services for OSU-Stillwater, the OSU System, and the A&M System.

### Vision

Administration and Finance will:

- Support and maintain an environment that enables people to accomplish their missions in a transparent mode;
- Lead in higher education through performance accountability;
- Provide services that enhance the quality of university life; and
- Model effective communication, collaboration, coordination, and change.

### Core Values

**Excellence** - We seek excellence in all our endeavors, and we are committed to continuous improvement.

**Integrity** - We are committed to the principles of truth and honesty, and we will be equitable, ethical, and professional.

**Service** – We believe that serving others is a noble and worthy endeavor.

**Intellectual Freedom** - We believe in ethical and scholarly questioning in an environment that respects the rights of all to freely pursue knowledge.

**Diversity** - We respect others and value diversity of opinion, freedom of expression, and other ethnic and cultural backgrounds.

**Stewardship of Resources** - We are dedicated to the efficient and effective use of resources. We accept the responsibility of the public's trust and are accountable for our actions.

## Goals, Critical Success Factors, Objectives, and Strategies

**Goal One: Technological Enhancement - Improve operational efficiencies and convenience of services by developing and utilizing best business practices and technologies.**

### **Critical Success Factors:**

- Implement automated budget control
- Implement integrated imaging system for all fiscal and administrative functions
- Implement paperless business processing for all systems
- Utilize electronic form/fund transfer (ETF) and direct deposit
- Increase use of web-based information for employees and fiscal functions

### **Objectives:**

**Objective 1.1:** Develop and publish the rules for electronic budget controls within the SCT system.

#### Strategies:

- Meet with all budget constituencies and make the case for automated budget control within the SCT system.
- Establish on-line budget transfer capabilities within the OSU System.
- Establish OSU System Policies regarding budget controls and adjustments to include prior year funding.
- Establish OSU System Policies regarding spending authority in excess of budget authorization.
- Recognize and reward units that create efficiency gains and effectiveness.
- Review other systems for the “best practices” comparisons.

**Objective 1.2:** Implement an integrated on-line real-time imaging system for all Administration and Finance administrative actions.

#### Strategies:

- Identify funding for a comprehensive University-wide imaging system.
- Establish operational standards for imaged documents which adhere to audit requirements.
- Establish electronic signature guidelines.
- Establish approval trees for all electronic forms.

**Objective 1.3:** Reduce paper processing from all Administrative and Finance controlled systems.

Strategies:

- Work with campus constituencies to prioritize elimination of printed reports and movement to an e-print format.
- Implement a paperless parking permit system.
- Work with campus constituencies to establish an electronic signature protocol for electronic funds processing.
- Implement transit fare box data collection and card scanner system.
- Exchange data with vendors electronically.
- Enroll employees in benefit programs electronically.
- Implement on-line employment action forms.
- Implement on-line requisitions.

**Objective 1.4:** Work with the Oklahoma Office of State Finance and the Oklahoma Office of the Treasurer to implement the electronic funds transfer portion of the State's Core Project.

Strategies:

- Establish a task force to identify the processing requirements and procedures to use the States Core project for EFT.
- Reduce the paper checks produced to pay vendors by 25%.

**Objective 1.5:** Explore possibilities for web-based functions.

Strategies:

- Encourage use of e-commerce with students and campus community.
- Explore the requirements for web-based submission of bids.
- Implement Touch Net system for system wide credit card processing.
- Implement employment action processing.
- Implement travel processing.
- Implement requisition processing.

**Goal Two: Fiscal Stability - Promote effective utilization of financial assets and maintain a strong viable fiscal condition.**

**Critical Success Factors:**

- Reestablish fund balances at an appropriate level
- Improve staff salaries and wages to market comparisons
- Reduce grants and contracts post-award billing and receiving cycle
- Implement best value procurement
- Ascertain athletic stability
- Establish auxiliary stability
- Improve energy conservation efforts to reduce expenditures
- Improve cost estimations for the small jobs system
- Comply with regulations imposed by external agencies
- Establish defined spending authority and policies

**Objectives:**

**Objective 2.1:** Develop a funding plan to reestablish the Oklahoma State Regents for Higher Education's guidelines for fund balance reserves.

Strategies:

- Establish budgets that generate positive fund balance growth.
- Establish budget controls necessary to protect budget authorizations.
- Develop policy that requires VP and collegiate areas to maintain appropriate fund balances.
- Integrate purchasing, expenditures, and payroll processes with budget to improve budget controls.

**Objective 2.2:** Acquire, analyze, and disseminate comparative data to implement cost effective total compensation programs.

Strategies:

- Conduct peer surveys to determine appropriate pay and benefit schedules.
- Establish market comparable hiring ranges for all staff positions.
- Restructure Public Safety funding to reduce reliability on parking revenues for employee compensation.
- Establish procedures for reallocations of resources based on scorecard performance.

**Objective 2.3:** Increase grants and contracts supported revenues.

Strategies:

- Improve billing and receivables time cycles for grants and contracts.
- Reduce grants and contracts outstanding accounts receivable.
- Improve automated systems to support grants and contracts financial administration.
- Facilitate units applying for state and federal funding sources.
- Facilitate units applying for grants for diversity training and other training opportunities.

**Objective 2.4:** Enhance purchasing systems to ensure best value procurement.

Strategies:

- Streamline existing purchasing practices and bid limits.
- Implement on-line requisitioning.
- Establish web-based notification of state and institutional contracts.
- Reduce time required for procurement actions.
- Provide system-wide integrated procurement services.

**Objective 2.5:** Establish and monitor processes to improve athletic and other auxiliary stability.

Strategies:

- Improve financial statement preparation and interpretation for auxiliary customers.
- Develop specialized reports and analysis for auxiliary management.
- Develop automated transaction processing for all fleetcard transactions.
- Develop five-year financial and capital plans for Athletics.
- Develop plan to integrate Athletics ticketing system with donor development.

**Objective 2.6:** Improve and expend energy conservation efforts.

Strategies:

- Perform facilities and physical assets utilization benchmarks.
- Evaluate participation in alternate energy source programs.
- Develop utility master plan for future developments.

**Objective 2.7:** Develop “best practices” processes for renovation and constructions projects.

Strategies:

- Improve budget and cost estimating.
- Improve bid processing and estimating.

- Improve value engineering.
- Establish procedures and rules for “what if” estimates.

**Goal Three: Outreach/Communications - Promote effective utilization of financial assets and strengthen relations with internal and external customers.**

**Critical Success Factors:**

- Enhance communications with students, staff, faculty, community, state and beyond
- Utilize customer satisfaction surveys in related areas
- Establish constituent focus group to discuss and improve services

**Objectives:**

**Objective 3.1:** Improve timing of communications.

Strategies:

- Use email and listservs for notifications.
- Create and maintain web sites to post information.
- Utilize the University calendar.
- Produce pamphlets and documents for students, faculty, staff and visitors.
- Develop a web-based employee access of human resource information.

**Objective 3.2:** Facilitate development of routine and emergency communications.

Strategies:

- Implement tornado siren public address system.
- Establish and maintain updated calling trees.
- Schedule monthly training and information sessions for all levels of institutional involvement.
- Maintain Emergency Operations manual.
- Establish and equip a dedicated and viable Emergency Operations Center.

**Objective 3.3:** Communicate with all constituencies.

Strategies:

- Establish an Administration and Finance Associates Council.
- Continue monthly Administrative Officer meetings.
- Conduct annual orientation sessions with parents of freshmen.
- Survey peer groups for benchmark information.
- Meet with external boards, commissions, and agencies as needed.

**Goal Four: External Relations - Develop relationships with external constituencies to enhance and/or simplify the administrative and finance processes.**

**Critical Success Factors:**

- Update and maintain informational website for Administration and Finance activities
- Develop relationships of trust with customers
- Encourage professional development activities for staff members
- Make presentations as OSU representative to local, state, and national audiences
- Evaluate professional accreditation annually
- Expand and maintain accurate customer and vendor databases
- Conduct constituent college and university training
- Partner with external groups

**Objectives:**

**Objective 4.1:** Maintain and reinforce trust.

Strategies:

- Provide high quality, efficient assistance to campus.
- Maintain status of lowest crime rate in Big XII conference.
- Sustain service-oriented well-trained staff.

**Objective 4.2:** Participate in local, state, and national associations.

Strategies:

- Ensure OSU is represented at affiliated associations.
- Require units to participate in professional development activities.

**Objective 4.3:** Present at local, state and national associations.

Strategies:

- Communicate “best practices.”
- Increase classroom presentations.

**Objective 4.4:** Maintain accreditation in all professional areas.

Strategies:

- Provide administrative support to maintain unit accreditations.

**Objective 4.5:** Develop minority business enterprise customer and vendor bases.



Strategies:

- Participate in professional development activities promoting diversity.
- Participate in Minority Business Council Vendor Fairs.

**Objective 4.6:** Develop and enhance constituent training.

Strategies:

- Assist A&M and other institutions in best business practices.
- Assist branch campuses in best business practices.

**Objective 4.7:** Develop new partnerships with external entities.

Strategies:

- Network with other institutions; federal, state and city leaders; and law enforcement agencies.
- Develop relationships with diverse business enterprises.
- Partner with OU on current issues.

**Goal Five: Physical Integrity - Promote and maintain an inviting campus environment that captures the heart and mind of all who enter.**

**Critical Success Factors:**

- Improve the campus environment so that indoor and outdoor activities occur comfortably and uninterrupted
- Implement emergency preparedness plan that complies with national standards
- Publish campus master plan
- Improve utility procurement, generation, and distribution

**Objectives:**

**Objective 5.1:** Promote and maintain pleasant, safe and secure campus environment.

Strategies:

- Require all new buildings and renovations to implement keyless entry and wireless video monitoring systems.
- Develop transportation system effective in reducing traffic congestion and parking demands.
- Increase “blue-light” facilities.
- Promote safety through training.
- Decrease use of social security number as identifier in administrative systems.
- Promote and maintain relationships with student organizations.

**Objective 5.2:** Prepare and maintain emergency preparedness plan.

Strategies:

- Continue implementation process.
- Implement inclement weather plan.
- Implement an Emergency Operations Center.
- Develop facility and budget plan.
- Schedule training sessions.

**Objective 5.3:** Enhance utility procurement, generation, and distribution.

Strategies:

- Install state-of-the-art controls systems for OSU power plant.
- Develop plan to install additional chiller capacity for west chiller plant.
- Continue to review OSU’s utility distribution system to ensure services.

**Objective 5.6:** Publish campus master plan.

Strategies:

- Assess needs and identify funding sources for campus infrastructure extensions, upgrades and improvements.
- Establish an on-campus research strategy to support new technology and research.
- Convert outdated, non-compliant research space into needed classroom space.
- Involve broad campus constituencies in development of campus master plan.
- Establish input procedures for identifying and reporting deferred maintenance.
- Produce a deferred maintenance master plan.

**Goal Six: Empower People - Foster an environment of creativity and innovation that encourages personal empowerment and contributes to individual well being, motivation, and satisfaction.**

**Critical Success Factors:**

- Offer peer compatible compensation packages to attract & and hire quality personnel
- Provide continuous education and training at all levels
- Provide professional development to all staff members
- Implement reward/incentive programs
- Recognize employees for outstanding service
- Develop cross-training plans for fiscal operations
- Hire student employees to experience gain experience in business operations
- Conduct 100% employee evaluations at all levels

**Objectives:**

**Objective 6.1:** Attract and retain quality personnel.

Strategies:

- Recruit from appropriate geographical area.
- Offer attractive salary and compensation packages.
- Provide incentive awards and recognition.
- Nurture the abilities, enthusiasm, well being, and satisfaction manifested within the OSU community.

**Objective 6.2:** Provide relevant and essential education and training.

Strategies:

- Provide diversity training.
- Provide customer service training.
- Require attendance at new employee orientation.
- Encourage pursuit of college degrees/advanced degrees.

**Objective 6.3:** Provide for professional growth.

Strategies:

- Participate in affiliate community, state, regional and national organizations.

**Objective 6.4:** Provide adequate rewards/incentives.

Strategies:

- Promote Ambassador Certification program.
- Promote Leadership Development Program certification.
- Implement Incentive Pay Plan.
- Increase Career Development Plans.
- Write recognition letters.
- Implement Employee Service Awards.

**Objective 6.5:** Provide job opportunities in the workplace for students.

Strategies:

- Mentor currently employed students.
- Create job opportunities that provide intern or near-intern experiences.