

OFFICE OF THE ASSOCIATE VICE PRESIDENT AND CONTROLLER

Mission

The Office of the Associate Vice President & Controller provides administrative and fiscal leadership, direction, and services for OSU-Stillwater, the OSU System, and the A&M System. We are dedicated to providing functions and financial services leadership and direction as well as facilitating the procurement of goods and services for Oklahoma State University-Stillwater, Oklahoma State University System, the Oklahoma A&M system, State and Governmental agencies, and the general public. This office is committed to strengthening and supporting all business endeavors.

Vision

The Office of the Associate Vice President and Controller will:

- Be transparent by supporting and maintaining an environment that enables people to accomplish their missions;
- Be the leader in higher education through performance accountability;
 - Provide management information and guidance to the variety of entities served, assisting and enabling them to more efficiently and effectively perform their respective duties;
- Provide services that enhance the quality of university life;
 - Provide equipment, facilities and service that meet or exceed the needs of the variety of customers served;
 - Support the University's mission of education, research and extension through multi-faceted procurement services;
- Be a model for effective communication, collaboration, coordination, and change;
- Serve as fiduciary agent for the University community;
- Support services sustaining and improving the financial viability of all systems;
- Provide leadership in higher education for compliance auditing and support the needs of the higher education system;
- Be the lead University, pertaining to accounting and reporting, with external and state agencies;

- Contribute to the development, meet and exceed the requirements of governing entities to maintain the highest quality of standards for financial statement reporting;
- Provide transparent yet creative services enhancing the University experience; and
- Partner with all constituencies seeking solutions to successfully meet customer's financial needs.

Core Values

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

- Our mission, vision, core values, and strategic goals are driven by our commitment to excellence and continuous improvement. We will adapt to the changing needs of the environment without compromising the mission of the institution. We shall perform in a manner that creates a positive influence upon the campus constituencies of the Oklahoma State University System, Oklahoma A&M System, state, and national community.

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

- Ethical courses of action will be applied in all circumstances. We will conduct ourselves in a manner that upholds fairness, reasonableness, honesty, and sincerity and is professional and objective.

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

- We shall provide exceptional service and create goodwill, loyalty and continued growth. All customers will be handled professionally and every request will be treated as a priority, offering quality services. We will maintain positive working relationships.

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.

- We will accept, appreciate, and respect the uniqueness of all individuals and create and maintain an environment where individuals are encouraged and respected.

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.

- We are committed to the efficient and effective use of resources, accept the responsibility of the public's trust, and are accountable for our actions while meeting statutory, regulatory, and policy mandates at all levels.

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.

- Streamline work flow processes through the use of new technology.

Critical Success Factors:

- Be the first of Oklahoma Universities in e-commerce practices
- Be in top 10% of Oklahoma Universities in document storage practices
- Increase number of departments utilizing electronic processes rather than labor intensive manual processes
- Eliminate mailing paper bursar bills to students since the billing statement is accessible via the web
- Increase number of students participating in direct deposit of refunds of credit bursar account balances
- Increase number of students paying bursar accounts online
- Total implementation and integration of Square Rigger software
- Develop and initiate plan to better utilize of Paciolan for internal Athletics reporting
- Develop and initiate plan to integrate Athletics ticketing system with donor development
- Electronic submission and processing of requisitions; Quarterly updates to check progress
- Electronic submission of receiving reports; Quarterly updates to check progress
- Electronic delivery of purchase orders to vendors; Quarterly updates to check progress
- Electronic notification and receipt of bids; Quarterly updates to check progress
- Provide web based small order form for departmental use by April 30, 2004
- Electronic submission of p/card requests: application form, change form, employee agreement form, web access form by December 31, 2004

Objectives:

Objective 1.1: Eliminate paper processing of all forms and reports in the Office of the Associate Vice President and Controller.

Strategies:

- Reduce legal obstacles for going paperless and electronic payments.
- Retrain staff on new systems.
- Evaluate available on-line purchasing options and make recommendations to OSU administration.
- Phase in on-line purchasing system.
- Develop methods to utilize paperless bid processes.
- Transfer purchasing card forms into Adobe format.
- Participate with OSRHE Purchasing Council to develop strategies to assist higher education procurement.

Objective 1.2: Improve document storage and retrieval through the use of an imaging system.

Objective 1.3: Implement electronic payment options which will result in a cost savings and timelier payments.

Objective 1.4: Utilize the e-mail system and web as the primary form of communication with students.

Objective 1.5: Encourage use of e-commerce with students and campus community.

Objective 1.6: Utilize the Paciolan System more effectively as a report development and budget monitoring tool.

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

- Continuously develop methods to ensure, maintain, and improve fiscal integrity.
- Continuously review systems and administrative procedures to maintain maximum efficiencies.

Critical Success Factors:

- Receive unqualified audit opinion with no unfavorable comments
- Maintain current or better student loan cohort rates
- Maintain current collection percentages for university receivables
- Surprise cash drawer audits with no discrepancies
- Monitor internal control compliance
- Monitor bad debt departmental assessment percentages each semester
- Monitor annual bad debt write-off department totals
- Establish budgetary guidelines and protocol for review
- Establishment of realistic budget
- Proper categorization of revenues and expenses
- Development of line item analysis, as required
- Re-evaluate monthly reports, and develop other management tools as required
- Provide a continuous review of all financial opportunities and their overall impact
- Determine end dates for existing commitments
- Perform due diligence on opportunities as they arise
- Receive positive comments with no significant audit findings from external agencies (Office of State Finance, Oklahoma State Regents for Higher Education) on audits and annual reports that are filed
- Receive clean report with no significant findings on reviews performed by Internal Audits
- Reduce costs associated with automated processes

Objectives:

Objective 2.1: Streamline systems in order to minimize cash float and create more efficient work-flows.

Objective 2.2: Create new systems and improve existing systems to increase cash flow and reduce outstanding receivables for departments so they may direct resources to other areas.

Objective 2.3: Use technological advances to improve customer service opportunities which also minimize costs to leverage resources.

Objective 2.4: Maintain accountability to the public and campus by following ethical practices and policies.

Strategies:

- Partner with peer institutions to explore best accounting practices.
- Develop the web payment option plan in addition to the paper application.
- Market e-commerce processes through newsletters and orientation seminars.
- Use e-mail as an avenue to communicate payment opportunities and billing statements to students as well as faculty/staff.
- Implement online Perkins on-line promissory note.
- Conduct departmental training in methods to reduce risk for bad debt.

Objective 2.5: Review approval procedures to streamline processes.

Objective 2.6: Develop automated processes to improve reliability of financial transactions.

Objective 2.7: Provide accurate and reliable financial information to customers.

Objective 2.8: Provide financial records system (FRS) security maintenance and support for the Oklahoma State University System and the Oklahoma A&M System to maintain the integrity of the financial system.

Objective 2.9: Comply with regulations imposed by external agencies while minimizing constraints of state interfaces and legislative obstacles.

Strategies:

- Improve processes involving interfaces with state agencies.
- Provide standardized procedures manuals to departments for consistent application of policies.
- Communication with branch campuses for consistent application of GASB and NACUBO requirements.
- Provide training to ensure that work force is knowledgeable about reporting requirements.

Objective 2.10: Provide system wide integrated procurement services in accordance with Board of Regents rules, University policy and procedures, and statutes.

Strategies:

- Effectively communicate purchasing requirements through regularly scheduled training and round table sessions.
- Develop a monthly Purchasing newsletter to be distributed via a campus wide list serve.

- Participation and leadership in professional organizations and development.
- Use technology to deliver procurement services throughout the system.

Objective 2.11: Develop 5-year financial and capital plans for Athletics for review by Athletic Director.

Objective 2.12: Accounting Services will continue to work closely with its customers regarding financial statement preparation and interpretation, and providing certain specialized reports and analysis as required.

Goal Three: Outreach/Communications - Improve our customers' perception of administration and finance as being their advocate.

- Continuously improve the quality and swiftness of communication shared with the Oklahoma State University-Stillwater, Oklahoma State University System, Oklahoma A&M System communities. Expand the relationship with students and families to outline all possible opportunities available to pay educational expenses. Improve relationships with vendors and others in the community who rely upon us for support.

Critical Success Factors:

- Conduct online random surveys to measure the clarity and accessibility of our e-commerce processes
- Communicate necessary changes to the OSU community
- Instill prudent, ethical business decision-making
- Improve timing and effectiveness of communications with all user groups to effectively communicate goals for enhancement of our services and facilities
- Conduct periodic surveys to measure level of service received by departments, branch campuses, A&M schools and vendors and community members
- Conduct online surveys about satisfaction with web site applications
- Survey at least 30% of customers/constituents each year to obtain feedback/comments

Objectives:

Objective 3.1: Strengthen our relations with customers by developing effective methods of information distribution.

Objective 3.2: Improve effective communications and timing of communications to reach all constituencies.

Objective 3.3: Encourage and facilitate the development of methods for routine and emergency communications throughout OSU.

Objective 3.4: Implement and improve web processes to deliver financial information efficiently and effectively.

Objective 3.5: Develop advisory and advocacy groups for student-related financial issues.

Objective 3.6: Continue the enhancement of accrual based monthly financial statements prepared by Accounting Services for stores and auxiliaries.

Objective 3.7: Provide updates or changing information in a timely and easily obtainable manner.

Objective 3.8: Improve daily communications to better serve the campus departments.

Objective 3.9: Improve awareness of varying needs of customers from different cultures and socio-economic backgrounds.

Strategies:

- Increase utilization of web processes.
- Develop alternate methods for distribution of time-sensitive communication (new links on web site for “What’s New” and “Deadlines”).
- Host periodic meetings to discuss issues of common interest.

Objective 3.10: Make purchasing a first choice source for procurement resources.

Strategies:

- Develop communication procedures to automatically inform the department of the status of requisitions, purchase orders, and bids.
- Develop a monthly Purchasing newsletter to be distributed via a campus wide list serve.
- Effectively communicate purchasing requirements through regularly scheduled training and round table sessions.
- Website maintenance/enhancements to provide current information.

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

- Develop relationships with state agencies and other institutions of higher education to provide networking opportunities to share ideas and improve processes.

Critical Success Factors:

- Make 4 presentations of higher education financial topics at seminars and conferences held at the local, state, regional, and national levels
- Provide attendance opportunities to 20 personnel to conferences to network with peer higher education institutions
- Increase by 20% payments collected through external collection agencies
- Maintain current and develop new partnerships
- Host a semiannual conference to evaluate best practices
- Make recommendations to OSU administration regarding OSU policies and procedures updates and changes by December, 2004
- Establish a Small and Disadvantaged Business Enterprise

Objectives:

Objective 4.1: Revise policies and statutes to enhance and simplify processes to meet the requirements of the changing world business environment.

Objective 4.2: Extend third-party contract partnerships with entities that pay students' education expenses.

Objective 4.3: Seek external parties to provide services not available by our office such as cashiering systems and collection agencies through proper purchasing venues.

Objective 4.4: Maintain current relationships and develop new partnerships with external entities that can aid productivity and cost-effectiveness of business.

Objective 4.5: Recommend updates and changes to existing policies and statutes to meet the requirements of the changing world business environment.

Goal Five: Physical Integrity - Promote and maintain an inviting campus environment that captures the heart and mind.

- Promote and maintain relationships with student organizations to contribute to an inviting campus environment.

Critical Success Factors:

- Promote an impressive campus environment
- Promote a professional and pleasant working environment for employees
- Provide safe and professional appearing equipment and facilities
- Administer surveys to students and advisors and review feedback
- Conduct online surveys to review satisfaction with web site applications

Objectives:

Objective 5.1: Promote and maintain an impressive atmosphere that fosters a pleasant, safe and secure campus environment.

Objective 5.2: Promote a campus environment where both indoor and outdoor activities can be conducted comfortably and uninterrupted.

Objective 5.3: Promote a professional and pleasant working environment that aids in building confidence and competence among employees.

Objective 5.4: Provide equipment and facilities that are safe, enjoyable, and professional in appearance.

Objective 5.5: Simplify processes and eliminate paper processing for student organizations by making forms available electronically.

Objective 5.6: Provide an atmosphere within the administrative units that is inviting to students.

Strategies:

- Review procedures manual for improvements.
- Evaluate workshops provided to students for improvements.
- Develop specialized web processes for student organizations.
- Improve communications with students.

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

- The strength of any organization is found within the people of the organization. At Oklahoma State University, the community of students, faculty, staff, create unprecedented strength. It is important to nurture the abilities, enthusiasm, well being, and satisfaction manifested within the OSU community.

Critical Success Factors:

- Interaction with campus leadership, regional conferences, community involvement, and national organizations
- Utilize training opportunities both internally and externally
- Maintain a constructive evaluation process which is timely, formal and meaningful
- Continue cross-training between staff positions so that personnel are able to answer questions concerning their position and similar departmental positions
- Encourage input from staff regarding procedures for which the purpose is not clear, updating and abandoning as necessary
- Decrease turnover rate of staff
- Increase improvement in performance evaluations
- Promote a service attitude that is positive, friendly, and respectful
- Create a system to recognize employees whose contributions lead to the Department's overall success

Objectives:

Objective 6.1: Attract and retain qualified personnel.

Objective 6.2: Encourage all staff regardless of gender, ethnicity, sexual orientation, or age to participate in job training programs and classes to improve abilities for promotional opportunities.

Objective 6.3: Encourage professionals to present topics at local, state, regional, and national conferences.

Objective 6.4: Cross-train staff members to enhance skills and abilities to serve our clientele.

Strategies:

- Annually plan employee's classes to ensure completion of programs offered by OSU Human Resources and also to schedule times to allow all staff to take advantage of the opportunities available.
- Conduct staff meetings to ensure communication lines are open and information is shared in a timely manner.

- Encourage enrollment in college courses and pursuit of advanced degrees.
- Foster interaction within the campus and with external organizations.

Objective 6.5: Provide proper training and development to ensure stable, well-educated employee pool.

Strategies:

- Develop training plan that is appropriate for the individual needs of staff members (professional/technical seminars, personal development workshops, etc).
- Allow staff to take advantage of self-improvement programs.

Objective 6.6: Promote a service attitude that is positive, friendly, & respectful.

Strategies:

- Require staff to participate in two Human Resources training sessions and seminars per year.
- Review staff positions and salaries for consistency with responsibilities every two years.

Objective 6.7: Empower employees to make their own decisions and maximize performance within their job duties.