

OFFICE OF THE ASSOCIATE VICE PRESIDENT FOR ADMINISTRATION AND FINANCE

Mission

The Office of the Associate Vice President for Administration and Finance provides administrative and fiscal leadership, direction, and services for OSU-Stillwater, the OSU System, and the A&M System. The Office of the Associate Vice President for Administration and Finance provides administrative and fiscal leadership, direction, and services for OSU and the System.

Vision

The Office of the Associate Vice President for Administration and Finance 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 services that enhance the quality of university life; and
- Be a model for 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:

- Increasing usage of Web-based platform for delivery of services and information
- Use of imaging system to move processes to paperless activity
- Supervisors' evaluations based, in part, on units ability to address this goal
- Review other System institutions for "best practices" comparisons
- Recognize and reward units that create efficiency gains and effectiveness

Objectives:

Objective 1.1: Eliminate paper processing of forms and reports.

Objective 1.2: Develop a system to reward and recognize units for increased efficiency and effectiveness.

Strategies:

- Make peer comparisons with other Big XII Universities to determine cost effectiveness.
- Revise evaluation documents to include unit effectiveness.
- Develop strategies at unit level to reward productivity.

Objective 1.3: Develop supervisors to recognize the importance of accomplishing more with less through individual, weekly, monthly, and annual appraisal conferences.

Strategies:

- Require each supervisor to make periodic reports on efficiency and effectiveness gains and technology enhancements.

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

Critical Success Factors:

- Education and General Part 1 reserve at 1/12 of State Appropriations for each agency
- Each College and Vice Presidential area maintains reserve of 1/12 of total allocations
- All deficits eliminated and processes improved to prevent future deficits
- Responsibility distributed for financial management of resources

Objectives:

Objective 2.1: Establish a plan to rebuild the Education and General Part 1 reserve for Stillwater campuses.

Strategies:

- Develop strategy to identify funds to increase reserve to meet 1/12 of the requirement within 5 years.

Objective 2.2: Establish a policy that requires all VP and Collegiate areas to maintain sufficient resources.

Strategies:

- Develop a policy that requires VP and Collegiate areas to maintain 1/12 fund balances by FY05 year end.

Objective 2.3: Increase budget controls and management systems to manage fiscal resources.

Strategies:

- Integrate purchasing processes and payroll processes with budget to improve budget controls.

Goal Three: Outreach/Communications - Promote and strengthen outreach efforts and customer service.

Critical Success Factors:

- Customer satisfaction surveys developed and delivered for all units
- Updated Web pages for all units describing services and responsibilities
- Each unit provides information to all constituencies, councils, and standing meeting groups on a regular basis

Objectives:

Objective 3.1: Enhance and improve all web pages.

Strategies:

- Ensure that web pages are up to date and fully functional.

Objective 3.2: Strengthen customer relations and trust.

Strategies:

- Meet monthly with college fiscal officers for lunch and general discussions.
- Require unit supervisors to improve process changes by including customers in front end development.
- Information channels that currently exist used by all units on a monthly basis.

Objective 3.3: Develop customer satisfaction surveys for each unit.

Strategies:

- Each supervisor must develop and implement survey annually.
- Performance appraisals for a unit must include customer satisfaction as a component.

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 Associate Vice President activities
- Develop relationships of trust with customers
- Encourage professional development activities for staff members
- Make presentations as a representative of OSU 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

Objective 4.1: Maintain and reinforce trust.

Strategies:

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

Objective 4.2: Develop and enhance constituent training.

Strategies:

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

Objective 4.3: 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 the University of Oklahoma on current issues.

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

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:

- Improve Professional Development Program
- Develop reward system for employee advancement
- Employee evaluations completed at all levels
- Utilize supervisor training
- Hire student employees to gain experience in a business environment

Objective 6.1: Encourage all staff to participate in job training programs and classes to improve abilities for promotional opportunities and personal enhancement.

Strategies:

- Annually plan employees' classes to ensure completion of programs offered by OSU Human Resources and schedule times to allow all staff to take advantage of the opportunities available.
- Encourage enrollment in college courses and pursuit of advanced degrees and professional certifications.

Objective 6.2: Reward employees who complete programs that allow them to be more knowledgeable and effective contributors to their unit.

Strategies:

- Make unit heads and staff aware of the Associate Vice President's Exempt-level Employee Certification Pay Incentive Program and ensure that any exempt-level employee who completes a qualified certification program receives his or her incentive.
- Make unit heads and staff aware of the \$150, one-time special payment incentive for employees who complete the OSU Human Resources Ambassador Program.
- Implement an Associate Vice President Employee Service Award that will annually acknowledge and reward an employee who exhibits high performance.

Objective 6.3: Ensure that employees at all levels are evaluated fairly every year.

Strategies:

- Train supervisors to effectively evaluate and assess their employees annually.
- Evaluate supervisors annually.
- Evaluate all new employees 90 days after they are hired.

Objective 6.4: Provide job opportunities in the workplace for students.

Strategies:

- Mentor and evaluate current student employees.
- Assist students in finding internships or permanent job placement after graduation.
- Recruit and interview diverse and motivated students for possible employment within the unit.