



Student-Focused Service | Community Engagement | Authentic Dialogue | Thoughtful Risk-Taking | Culture of Continuous Improvement

Finance and Administration

Strategic Plan 2016

November 2016

Our Mission

We promote University success through sound stewardship of resources.

Our Vision

We will be a proactive client-focused partner delivering a broad array of effective services.

Introduction

The finance and administration division is made up of diverse, professional individuals having expertise in a wide range of fields with responsibility for areas such as: budget & payroll, procurement, human resources, labor relations, university technologies, construction, planning & facilities, auxiliary services, police and public security, environmental health & safety, and financial management. All of these areas fulfill service expectations from many stakeholders, and possess a unique duty to assure adherence to institutional policies, regulatory compliance, and consider institutional risk for every stakeholder interaction. The division's strategic planning process included in-depth examinations of the factors impacting the division, including challenges with this dual role. The process highlighted the substantial cooperation that exists among the areas within the division and the countless collaborative interactions occurring across multiple divisions. Coming together as one voice, we developed a concisely worded new division mission statement and vision statement felt to present a holistic view of the division's purpose. These are accompanied with division strategic initiatives that are aligned with both. The strategic planning process has been cathartic; we learned much about ourselves and came to recognize the importance of each individual area in generating the collective contributions this division makes to the success of the University. I am proud and privileged to be part of this outstanding team.

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Alignment with University Strategic Goals

This page shows how the division's goals align with the University's strategic goals.

1. Our academic programs give Shawnee State and our graduates a competitive advantage
2. Our admission practices help prospective students identify the best pathway to their career goals
3. Our services enhance the quality of life for students and community
4. Our operations and processes are customer-focused and outcome-driven

Divisional Goals	Divisional Measures of Success	Alignment with University Strategic Goals			
		1	2	3	4
1. All of our services are responsive to client and customer needs	<ul style="list-style-type: none"> • Satisfaction Surveys • Focus-group feedback 				●
2. We deliver tools and resources needed to fulfill University strategic initiatives through sound business practices	<ul style="list-style-type: none"> • Deliver modern technologies • Coordinate and deliver training and professional development opportunities • Effectively manage transition from legacy system 	●	●	●	●
3. Our policies & processes are well understood, easy to follow & adaptable	<ul style="list-style-type: none"> • Stakeholder feedback systems • Compliance with regulations 	●	●	●	●
4. We provide methods to advance effective operational change while mitigating risk	<ul style="list-style-type: none"> • Embed effective change management processes throughout technology implementations • Empower notion of thoughtful risk taking • Advance use of online tools for frequent and effective communications 	●	●	●	●

Goal 1: All of our services are responsive to client and customer needs				
1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
1. Identify internal and external stakeholder needs				
a. Using survey instrument and focus groups, gather feedback on service needs and levels of satisfaction with existing service deliveries within the division	July – December 2017	VPF&A & Department Directors	Best practices survey	Pending Oracle implementation for ERP and HCM – process changes communicated
b. Benchmark against peers and analyze results	August 2017 – January 2018	VPF&A & Department Directors	Data/research	Best practice – under review
c. Establish satisfaction metrics for each department	January 2018	VPF&A & Department Directors	Best practices	Best practice – under review
2. Ensure communications on F & A policies and procedures are meaningful and timely				
a. Examine web sites to ensure accuracy	Begin 2016 – December 2017	VPF&A & Department Directors	Dedicated time	Ongoing – each area
b. Develop templates where appropriate to ensure message consistency	Begin 2016 – December 2017	VPF&A & Department Directors	Oracle implementation	Some areas complete – expand to others
c. Promote more face-to-face communications to ensure understanding	Ongoing	VPF&A & Department Directors	Dedicated time	Doing – encourage others/regularize

Goal 1: All of our services are responsive to client and customer needs				
3. Change perception of the F&A division from "no" to "know"				
a. Incorporate stakeholder-focused processes to identify priorities for change management	June 2016	HR, Finance, Budget, Staff Development	Oracle implementation	Underway
b. Improve communications' system for stakeholders	January 2017	VPF&A & ITS	Implement Microsoft 365 Cloud Services	Underway
c. Utilize available Oracle Workflow for more effective communications with stakeholders	Begin July 2017	HR, Budget, Procurement, Contracts Management	Review Websites for accuracy, develop FAQs to include workflows	Underway

Goal 2: We deliver tools and resources needed to fulfill University strategic initiatives through sound business practices

1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
1. Implement a strategic budgeting system				
a. Complete research and provide budget team with data and training on pros and cons of various budgeting models	Begin October 2016	Payroll & Budget	Resources/workshops	Best practices/under review
b. Provide tools to support budget managers to manage department budgets more effectively	July 2017	Payroll & Budget	Oracle ERP	Phase I implementation
2. Advocate for better utilization of facilities				
a. Establish Facilities Master Plan Team	November 2016	President, Dir Facilities & VPF&A	Facilities Master Plan Team (FMPT) members & advisors	Team being identified
b. Identify facilities utilization and assessment consultant	November 2016	Dir. Facilities & FMPT	Advisors & facilities consultant	Criteria for selection under development
c. Develop updated Facilities Master Plan	Jan, Feb 2017	Dir. Facilities & FMPT	Facilities Master Plan Team	Planning
d. Present to Board of Trustees for approval	March, May 2017	VPF&A & President	Present draft plan and resolution	Pending
e. Secure funding for auxiliary construction projects	December 2016	SSU Financing Team	Financial Advisors	Under review

Goal 2: We deliver tools and resources needed to fulfill University strategic initiatives through sound business practices

1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
3. Provide guidance and data to identify and maximize revenue resources				
a. Refund outstanding fund debt and issue new bond	Begin May 2016	SSU Financing Team	Financial Advisors	Underway
b. Obtain University initial credit rating	September 2016	SSU Financing Team	Financial Advisors/Sr. Leadership/BOT	Complete
c. Secure savings to offset new money costs	November 2016	SSU Financing Team	Financial Advisors	Underway
4. Assist in determining the financial and operational impact of proposed academic program growth proposals				
a. Participate in academic resources management committee (ARMC)	2016 and ongoing	VP F & A/ Budget Dir.	ARMC team	In-progress
b. Provide budget and financial data for ARMC proposals	2016 and ongoing	Budget Dir.	ARMC proposals	In-progress
5. Assessment of Public-private partnerships as an option for expanded services	2016 and ongoing	President/ VPAEX/VPF&A	Facilities Master Plan/Advisors	Research/data for future decisions
6. We deliver systematic & tailored staff development programs				
a. Conduct assessment efforts (surveys, focus groups) to identify areas needing development; develop priorities for delivery	January 2017	Dir. Labor/staff development	Teaching and Learning Center/Training Advisory Team	Underway

Goal 2: We deliver tools and resources needed to fulfill University strategic initiatives through sound business practices

1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
b. Present or coordinate the offering of training based on prioritized needs	Begin July 2017	Dir Labor & Staff Dev/Teaching and Learning Center	Training/Staff Development Plan/Schedule	Pending assessment
7. Implement effective system of performance review				
a. Assess current system to identify strengths and weaknesses	July 2017	Dir HR/Dir Labor & Staff Dev	PeopleAdmin System review vs. Oracle HCM features	Pending Oracle HCM implementation
b. Obtain feedback from employees and supervisors to assess satisfaction with performance evaluation process	July 2018	Dir HR/Dir Labor & Staff Dev	Needs survey Focus meetings	Instruments to be developed

Goal 3: Our policies & processes are well understood, easy to follow & adaptable

1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
1. Leverage Oracle implementation to revolutionize business processes				

Goal 3: Our policies & processes are well understood, easy to follow & adaptable

1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
a. Reduce data entry and the use of paper, while providing accurate yet rapid service.	July - December 2017	HR, Finance, Payroll & Budget	Department, Project Management, Users	Best practices under review
b. Improve access to quality, lower cost procurement solutions; deliver robust spend analytics to support strategic sourcing.	July - December 2017	Procurement & Contracts Management	Department, Project Management, Users	Best practices under review
c. Provide business area users/administrators with administrative access to manage cloud technology services, data and reporting	July - December 2017	ITS, CIO	Dir. Labor & Staff Development, Training Plan	Best practices under review
d. Support timely selection processes, and provide outstanding service to employees.	July - December 2017	Dir. Human Resources	Department, Project Management, Users	Best practices under review
d. Improve timeliness of data submission and eliminate duplicative data entry using electronic forms and workflows.	July - December 2017	Dir. Payroll	Department, Project Management, Users	Best practices under review
e. Enable electronic budget planning and management for budget managers; develop and distribute timely, accurate, and comprehensive reports.	January 2018	Dir. Budget/Budget Planning Team	Department, Project Management, Users	Best practices under review

Goal 3: Our policies & processes are well understood, easy to follow & adaptable				
1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
2. Identify decision-making owners				
a. Clarify decision-making authority and hierarchy for decisions by category	January 2018	VPF&A/President & Sr. Leadership	Policy review	Related policies under review/best practices research
b. Decentralize authority and decision-making, coupled with appropriate accountability	January – December 2018	President/Sr. Leadership	Policy adopted	Related policies under review/best practices research
3. Set standards for SSU based on best practices and/or industry standards				
a. Compare performance to aspirational metrics	January 2018	Department Directors	IUC or Peer groups, department staff research	Identifying relevant KPIs (Education Advisory Board)
b. Question any practices that make SSU an outlier relative to the industry and peers	Ongoing	Department Directors all F & A personnel	Professional organization membership, IUC groups	As identified
4. Standardize processes to evaluate and prioritize policies				
a. Identify a policy review process owner to develop a clear policy process for the division, and continuously evaluate and improve it	January 2017	VPFA & Department Directors	Identified process owner	Under review

Goal 3: Our policies & processes are well understood, easy to follow & adaptable				
1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
5. Systematic review of policies				
a. Empower the policy review process owner to develop a timely, yet reasonable, schedule for review of division policies and coordinate with General Counsel to update the university-side schedule	January 2017	VPFA & Department Directors	Identified process owner	Upon adoption of process
6. Build a system to communicate about policies -				
a. Make it user-friendly to locate policies (not just "It's on the website.") by developing a searchable or categorized policy webpage	January 2018	VPF&A/Sr. Leadership	Identified process owner	Initial efforts underway
b. Develop a policy update newsreel to summarize recent changes	January 2018	VPF&A/Sr. Leadership	Identified process owner, support staff	Pending
7. Improve overall policy design and review process				
a. Develop process to identify and prioritize new policy needs within the Division	July 2017	VPFA & Department Directors	F & A Department Directors	Initial efforts underway
b. Simplify by limiting the number and word length of division policies whenever possible, and consolidating when appropriate	Ongoing	VPFA & Department Directors	Identified process owner	Initial efforts underway

Goal 4: We provide methods to advance effective operational change while mitigating risk

1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
1. Utilize formal change management process associated with Oracle ERP and HCM implementation to effect process change				
a. Develop strategy for communicating the impact of change upon the organization	November 2016	VPF&A, Oracle Project Manager	Oracle Project Teams, University Leaders	Underway
b. Conduct cross-department/divisional sessions to address questions and gather important feedback on processes being impacted by Oracle implementation	November 2016 – ongoing through implementation	Project leaders and University Leaders	Technology Action Team	Underway
c. Identify organization of project leaders and schedule for implementation	August 2016	Project Manager	Oracle Project Team Leaders	Complete
2. Develop a standard methodology for ongoing change management to advance a culture that is positive about change				
a. Adopt expectation for continuous cycle of expectations to improve processes	2016 and Ongoing	VPF&A & Department Directors	Alignment with AQIP Process	Underway
b. Adopt expectation for formal documentation in order to collect process changes for AQIP systems reports	2016 and Ongoing	VPF&A & Department Directors	AQIP Team	Underway
c. Create a feedback loop both from customers and internally and use feedback to improve operations	Ongoing	VPF&A & Department Directors	Process owners	Underway

Goal 4: We provide methods to advance effective operational change while mitigating risk

1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
3. Complete implementation of Oracle ERP, HCM and Student Cloud	July 2017	Project Manager	Department Directors and Users	On target for completion
4. Assess and deliver modern technologies that align with and support strategic and divisional goals (e.g., Visual Zen online admissions, Astra Platinum Analytics)	July 2017 and ongoing	Project Manager/CIO	IT Department Technology Action Team and System Users	Underway
5. Utilize remaining (non-Oracle) software more effectively	2016 and through transition (est. 2020)	CIO & Oracle Project Manager	Technology Action Team/System Users	Transition underway
6. Update and broaden technology knowledge at the individual staff level	January 2018	CIO, Dir. ITS Engagement & Dir. Labor & Staff Development	Technology Action Team/ Training assessment and Staff Development Plan	Initial efforts underway

Measures of Success

An important element of any strategic plan is a description of success in quantitative ways. This table summarizes the critical measures of success for the division’s mission, vision, and goals. Targets describe what level of a particular success measure is to be achieved. More detailed measures may be tracked as necessary to inform these high-level metrics.

Mission	Measures of Success	Targets (if applicable)
We promote University success through sound stewardship of resources.	<ul style="list-style-type: none"> Maintain or improve initial credit rating Acquire additional funds from bond issuance 	<ul style="list-style-type: none"> Baa1 Stable \$20.1M (refinancing and new funds)
	<ul style="list-style-type: none"> Improved condition of facilities 	<ul style="list-style-type: none"> Construction/renovation completed by fall 2017
	<ul style="list-style-type: none"> Strategic budget system in place for FY18 Financial KPIs 	<ul style="list-style-type: none"> Establish FY18 budget baseline and begin RCM (hybrid) transition for FY2019 budget Establish metrics by FY2019
Vision	Measures of Success	
We will be a proactive client-focused partner delivering a broad array of effective services.	<ul style="list-style-type: none"> Oracle ERP, HCM, Student Cloud Implemented 	<ul style="list-style-type: none"> July 2017
	<ul style="list-style-type: none"> Updated policies and procedures delivered 	<ul style="list-style-type: none"> Updated policies approved by Board of Trustees per established schedule
	<ul style="list-style-type: none"> Attract and retain qualified staff & faculty 	<ul style="list-style-type: none"> Employment procedures streamlined; reduce time to hire
	<ul style="list-style-type: none"> Customer Satisfaction 	<ul style="list-style-type: none"> Surveys report “excellent” across service criteria

Measures of Success – continued

Strategic Goals	Measures of Success	Targets (if applicable)
All of our services are responsive to client and customer needs	<ul style="list-style-type: none"> Customer satisfaction survey 	<ul style="list-style-type: none"> Establish baseline
	<ul style="list-style-type: none"> Focus group feedback 	<ul style="list-style-type: none"> Establish baseline
We deliver tools and resources needed to fulfill University strategic initiatives through sound business practices	<ul style="list-style-type: none"> Credit rating 	<ul style="list-style-type: none"> Maintain Baa1 Stable
	<ul style="list-style-type: none"> Financial KPIs 	<ul style="list-style-type: none"> Establish baseline
Our policies & processes are well understood, easy to follow & adaptable	<ul style="list-style-type: none"> Increased use of procedures 	<ul style="list-style-type: none"> Stakeholder feedback - satisfactory
	<ul style="list-style-type: none"> F & A policies updated per schedule 	<ul style="list-style-type: none"> Meet schedule
We provide methods to advance effective operational change while mitigating risk	<ul style="list-style-type: none"> Oracle HCM, ERP, Student Cloud implemented 	<ul style="list-style-type: none"> Systems operational
	<ul style="list-style-type: none"> Attract, develop and retain quality staff and faculty 	<ul style="list-style-type: none"> Establish baseline and improve searches that produce qualified candidate
	<ul style="list-style-type: none"> Improved condition of facilities 	<ul style="list-style-type: none"> Construction/renovation schedules met