

TEXAS TECH UNIVERSITY ADMINISTRATION AND FINANCE

STRATEGIC PLAN

MISSION STATEMENT

The mission of the Administration and Finance division is to facilitate business and financial services of the university with internal and external customers; to provide support to faculty, staff, and students in their roles at the university; and to develop the human and organizational potential of the faculty and staff in support of the university mission of instruction, research, public service, and student life.

VISION STATEMENT

- **Set the standard for providing quality financial and human resources services;**
- **Enable the campus community to successfully fulfill financial and human resource responsibilities;**
- **Be recognized as a partner in advancing the mission and vision of the University; and,**
- **Be recognized for addressing constituent's need with respect and empathy in a timely and effective manner.**

VALUES STATEMENT

Administration and Finance is committed to the values of:

- **Excellence**
- **Mutual respect**
- **Diversity**
- **Cooperation and communication**
- **Integrity**
- **Ethics**
- **Accountability**
- **Service**

Goal 1. Customer Service: Continuously improve the services we provide to faculty, staff, students and external constituents.

Benchmarks:

- Customer satisfaction ratings of 3.5 on 4.0 scale
- Improve ratios of negative/positive comments over prior years

Objective 1.1: Implement best practices initiatives.

Strategies:

- Define customer service standards for each unit within Administration and Finance.
- Conduct a process analysis within each unit.
- Implement process improvements based upon analysis.
- Conduct an annual customer satisfaction survey.
- Address customer service issues within each unit.

Assessments:

- Customer satisfaction survey

Objective 1.2: Provide learning resources to the campus community to better utilize Administration and Finance services.

Strategies:

- Conduct a needs assessment to identify knowledge gaps.
- Identify resources to create learning opportunities.
- Develop learning resources to meet customer needs.

Assessments:

- Participation reports
- Customer satisfaction survey

Objective 1.3: Enhance communications with internal and external constituents.

Strategies:

- Use monthly administrator group meetings to communicate information to the campus community.

- Initiate monthly outreach visits to campus units.
- Engage focus groups to review new systems during development and implementation.
- Conduct focus groups to assist in evaluating communications needs and effectiveness of current methods.
- Expand retirement counseling services.
- Begin analysis for a long-range plan to move Administration and Finance to a customer service liaison model as more processes are automated.

Assessments:

- Customer satisfaction surveys
- Focus group reports

Goal 2. Technology: Seek the greatest advantage in the application of technology in budget, financial reporting, procurement, human resources, and professional development.

Benchmarks:

- 80% of Administration and Finance processes within key tasks can be completed online
- Increased customer satisfaction with technology-based services

Objective 2.1: Develop and implement integrated administrative systems or leverage technology to streamline processes.

Strategies:

- Upgrade Administration and Finance Web sites.
- Develop Web-based delivery for key user processes.
- Develop or purchase additional technology-based applications and systems.
- Automate reconciliation processes.
- Develop online reports to accommodate the departmental reporting needs.
- Explore alternative methods for funds disbursement.
- Partner with HSC to leverage development of technology solutions.
- Develop or procure a Web-based learning management system that will enable user access.
- Consolidate university employee training records into one database.

Assessments:

- Annual unit report
- Customer satisfaction survey
- Participation reports
- Customer satisfaction survey

Goal 3. Human Resources and Infrastructure: Maintain a quality workforce and work environment.

Benchmarks:

- 100% benefits eligible Administration and Finance staff complete new employee training within first 90 days
- Achieve minority diversity that exceeds the university percentage
- Reduce the Administration and Finance turnover to less than the statewide turnover rate
- 100% Administration and Finance staff receive annual performance appraisal
- Move toward peer institution parity in compensation for faculty and staff
- 60 % manager level staff participation in regional, state, or national professional associations

Objective 3.1: Recruit and retain a diverse and quality workforce.

Strategies:

- Improve the long-term plan for maintaining competitiveness of the Texas Tech Pay Plan to move toward peer institution parity.
- Evaluate the feasibility of a salary survey/benchmark database and other needs to provide analytical studies of compensation at Texas Tech.
- Promote diversity of applicant pools.
- Promote communication of job performance expectations.
- Promote recognition programs and a compensation philosophy that is an incentive for stellar performance.
- Engage employees in administrative decisions.
- Develop an exit survey to analyze turnover factors.
- Set expectation that new employees will attend the required training within the first 90 days of employment.

Assessments:

- Annual unit report
- Participation reports
- Employee satisfaction survey

Objective 3.2: Enhance employee development opportunities and participation.

Strategies:

- Assess needs for emerging managers and supervisors.
- Implement an institutional management development plan.
- Create a method to identify new and newly promoted managers at the university.
- Commit time and resources for professional development.

Assessments:

- Participation report
- Learner satisfaction

Objective 3.3: Provide resources to the Administration and Finance staff to effectively enhance individual assignments and responsibilities.

Strategies:

- Expand use of imaging across the division to improve records management.
- Conduct an Administration and Finance facilities and equipment needs assessment to effectively allocate resources.
- Maximize the utilization of existing space resources by reassigning spaces to enhance the work environment.
- Create and fund equipment replacement program division-wide.

Assessments:

- Annual unit report
- Physical resource assessment

Objective 3.4: Encourage annual performance review, including professional development plan, for all employees.

Strategies:

- Communicate expectations to managers that annual performance reviews must be completed for all employees.
- Create tracking process to report percentage of employees receiving annual performance reviews.
- Develop template and training for managers to create employee development plans.
- Link development plans to the learning management system for scheduling, tracking and reporting purposes.

Assessments:

- Management Report

Objective 3.5: Increase participation in the orientation and customer service programs by all new university employees.

Strategies:

- Design a process to identify new employees and transfers from the Health Sciences Center.
- Evaluate and improve the process and content for new employee transition into the University.
- Create a system to track and report new employee progress through the required training programs (first 90 days).
- Create a mechanism to direct market to new employees about Texas Tech and the opportunities at the university.
- Assure 100% participation by all Administration and Finance departments.

Assessments:

- Participation report
- New Employee Transition survey

Objective 3.6: Provide opportunities to increase staff participation and leadership in professional associations.

Strategies:

- Encourage and fund participation in local, regional, state, and national associations.
- Encourage and support participation to professional conferences and professional association meetings and increase the number of presentations by Administration and Finance staff at professional organizations meetings/conferences.
- Increase the number of published articles in professional journals by Administration and Finance staff.
- Position staff to represent the university on key state committees.
- Encourage and fund certification in professional areas of expertise.

Assessments:

- Annual unit report

Goal 4. Administrative & Financial Accountability: Strengthen fiscal controls, with attention to customer involvement and understanding.

Benchmarks:

- Seek peer bond median in actual debt service to operations
- Reduce the number of material audit findings by 100%
- Seek current ratio of 1.50 to improve liquidity position (short-term assets vs. liabilities)
- University standing in HUB performance to exceed state peers
- Maintain University bond rating
- Limit expenditures not to exceed budgeted amounts

Objective 4.1: Promote administrative accountability.

Strategies:

- Identify and integrate key measurable factors into an accountability system.

- Provide opportunities for staff input into the *accountability system*.
- Evaluate the effectiveness of the accountability system for enhancing performance.
- Recognize successful performance consistent with university priorities.

Assessments:

- Resource allocation decisions based on performance and presidential priorities

Objective 4.2: Ensure financial accountability to state and federal constituencies.

Strategies:

- Develop a fiscal accountability assessment system.
- Maintain open and accessible records.
- Distribute an annual report of performance.
- Implement audit recommendations in a timely manner.
- Stay abreast of laws and other mandates and implement required changes.

Assessments:

- Annual performance report
- Annual budget book
- Number of significant audit findings and recommendations

Objective 4.3: Increase HUB participation to meet or exceed state benchmarks.

Strategies:

- Increase HUB participation percentage in each functional area of the six major commodity expenditure categories (as defined by state guidelines).
- Increase the number of formal HUB mentor/protégé agreements.
- Increase the number of strategic HUB business alliances.
- Distribute HUB expenditure reports to key campus stakeholders on a monthly basis.
- Host an annual economic business summit for our regional constituents.
- Develop a ‘HUB Service Center’ on behalf of our campus departmental users as well as the external vendor community.

Assessments:

- Quarterly HUB reports to the TTU Board of Regents
- Annual and semi-annual HUB reports to the TBPC