Administrative Support Plan template

Unit Name: Finance and Budget
Unit Review Leader: Neil Vickers
Today's Date: Friday, March 14, 2014

1 Unit Description

Share information about your unit for other people such as, general public, deans, VP's, support staff, and the greater Austin community. This is an opportunity to promote your unit, share information to ground requests for resources and funding, promote collaboration and inform and recruit students. Once this information is pulled together, units will update this on a yearly basis.

1.1 What is your Mission?
(What is the purpose of the unit? What do you do?)

The mission of the Finance and Budget department is to provide stewardship of the College's financial resources and to provide excellent administrative and financial services to students, faculty, staff, and external stakeholders in an innovative, cost effective, and collaborative manner.

1.1.1 How does the mission of the unit support the mission of the college?

The mission of the Finance and Budget supports the mission of the College by stipulating the provision of excellent administrative and financial services in an innovative, cost effective, and collaborative manner; this requirement contributes to the provision of affordable access to higher education and workforce training.

1.2 Please tell us who you serve.
(Faculty, staff, external partners, distance learning, students, etc.)

Finance and Budget serves students (indirectly), faculty (directly), staff (directly), and external stakeholders (directly).

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1.3   What services or products does the unit provide?

The Finance and Budget department is an administrative support unit under Finance and Administration and provides the following services:

General Accounting- manages financial accounting; administers financial, federal and state reporting; and administers accounts payable services.

Restricted Accounting - provides accounting and management of grant funds to ensure sponsored programs maintain compliance with grantors' guidelines.

Student Accounting - manages all accounting functions for student billing: tuition and fee payments, refunds, delinquent account collections, and financial aid receipting; and manages college deposits.

Payroll - administers and disburses payroll to support the College's pay related functions for all employees.

Procurement and Materials Management - administers procurement of goods and services, manages contracts, and facilitates materials management.

Budgeting - administers the College's annual operating budget, financial operations, and investing activities.

1.3.1   What is the impact of your unit's activities on students or other key stakeholders?

• Providing an efficient, non-academic support structure and resources which allow for the total growth and development of its students.

• Making evidence-based decisions in support of institutional excellence.

• Creating an environment of skilled and caring faculty and staff.

• Improving efficiencies in processes which support the College's mission to provide affordable access to higher education.

• Partnering with the College community and delivering services through a customer service mindset.

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1.4   Does your unit provide services to distance learning students?

YES ☑ Chec   NO ☐ Chec

1.4.1   How do you serve distance learning students?

The Student Accounts unit works directly with distance learning students by providing means to accept tuition payments.

1.4.2   How are the services provided to distance learning students different from the services provided to on-campus students?

Online payment processing is available for all students.

1.5   If the unit offers support services such as supplemental instruction, advising, outreach, counseling, referral, tutoring, library instruction, etc, please list below.

N/A, Finance and Budget is a non-academic administrative unit.

1.6   What communication tools, methods, and strategies does your unit use to share news, updates, projects, and other information within the unit, across other college

Finance and Budget website http://www.austincc.edu/busdept/budget/fandb.php

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1.3.2 What are your unit's goals and what A-1 initiatives are they mapped to?

Board Policy A-1 Intended Outcomes

Student Success Initiatives

SSI1	*Increase persistence (term-to-term & fall to fall)*
SSI2	*Complete developmental and adult education course progression to credit courses*
SSI3	*Increase completion of all attempted courses with a "C" or better*
SSI4	*Increase degree/certificate graduates and transfer rates*
SSI5	*Increase success equity across all racial/ethnic/gender/income groups*

Institutional Effectiveness

IE1	*Balanced instructional offerings among the College's mission elements;*
IE2	*A teaching and learning environment that encourages students to be active, life-long learners;*
IE3	*Accessible and affordable post-secondary and higher education programs and services for all who qualify and have the ability to benefit;*
IE4	*Enrollments reflecting diverse and traditionally underserved populations in numbers that represent the local populations of our Service Area;*
IE5	*Job placement from career workforce programs into family-wage careers;*
IE6	*Efficiently administered programs and services that create an institution that is a good place to work, learn, and otherwise experience the higher-education process.*

Goal #	Unit Goal (description)	Board Policy A-1										
	Example goal: *Promote the use of accurate and accessible information in a professional and ethical manner by ACC organizational units.*	SSI1	SSI2	SSI3	SSI4	SSI5	IE1	IE2	IE3	IE4	IE5	IE6
UG1	Develop cost-effective processes.	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☑
UG2	Make continual improvements in the stewardship of financial resources.	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☑
UG3	Improve departmental efficiency and effectiveness.	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☑
UG4	Increase collaboration with internal and external college stakeholders.	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☑
UG5		☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

➢ *this table will link to other areas in this report*
➢ *If you need more space than this table allows, contact OIEA for a separate form.*

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1.3.2 What are Unit Outcomes and Unit Measures?

Goal #	Unit Goal (description)	Outcome #	Unit Outcome (description)	Measure #	Unit Measure (description)
	Example goal: *Promote the use of accurate and accessible information in a professional and ethical manner by ACC organizational units.*		**Example outcome:** *Maintain a system [The Information Portal System "TIPS"] that allows staff and faculty to access enrollment-related data for planning and decision making .*		**Example measure:** *Measure usage of TIPS by computing average number of TIPS users per month for fiscal year.*
UG1	*Develop cost-effective processes.*	UO1.1	*The General Accounting department will increase utilization of electronic invoices from "high volume" vendors to maximize college resources.*	UM1.1.1	Measure the number of electronic invoices processed.
				UM1.1.2	
		UO1.2		UM1.2.1	
				UM1.2.2	
		UO1.3		UM1.3.1	
				UM1.3.2	
		UO1.4		UM1.4.1	
				UM1.4.2	
		UO1.5		UM1.5.1	
				UM1.5.2	

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Goal #	Unit Goal (description)	Outcome #	Unit Outcome (description)	Measure #	Unit Measure (description)
UG2	*Make continual improvements in the stewardship of financial resources.*	UO2.1	*The Payroll department will improve the efficiency of disbursing payroll checks by transitioning to a sole direct deposit method.*	UM2.1.1	Measure the number of paper checks disbursed.
				UM2.1.2	
		UO2.2	*The Student Accounts department will develop an online payment option for students, faculty, and staff to pay for annual parking tags for improved efficiency.*	UM2.2.1	Measure the number of parking tags paid online.
				UM2.2.2	
		UO2.3	*The Budget office will accurately prepare the Comprehensive Annual Financial Report (CAFR) for the college.*	UM2.3.1	Receive one unqualified opinion from external auditors and a Certificate of Achievement for Excellence in Financial Reporting.
				UM2.3.2	
		UO2.4		UM2.4.1	
				UM2.4.2	
		UO2.5		UM2.5.1	
				UM2.5.2	
UG3	*Improve departmental efficiency and effectiveness.*	UO3.1	*The Restricted Accounts department will maintain internal control over grant accounting and financial reporting on a timely*	UM3.1.1	Measure the number of reports turned in on time.
				UM3.1.2	
		UO3.2		UM3.2.1	
				UM3.2.2	
		UO3.3		UM3.3.1	
				UM3.3.2	
		UO3.4		UM3.4.1	
				UM3.4.2	
		UO3.5		UM3.5.1	
				UM3.5.2	

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Goal #	Unit Goal (description)	Outcome #	Unit Outcome (description)	Measure #	Unit Measure (description)
UG4	Increase collaboration with internal and external college stakeholders.	UO4.1	The Procurement and Material Management unit will successfully partner with outside vendors to increase satisfaction with procurement services.	UM4.1.1	Measure customer service by customer service survey.
				UM4.1.2	
		UO4.2		UM4.2.1	
				UM4.2.2	
		UO4.3		UM4.3.1	
				UM4.3.2	
		UO4.4		UM4.4.1	
				UM4.4.2	
		UO4.5		UM4.5.1	
				UM4.5.2	
UG5	0	UO5.1		UM5.1.1	
				UM5.1.2	
		UO5.2		UM5.2.1	
				UM5.2.2	
		UO5.3		UM5.3.1	
				UM5.3.2	
		UO5.4		UM5.4.1	
				UM5.4.2	
		UO5.5		UM5.5.1	
				UM5.5.2	

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1.7 Tell us about your unit's resources.

> *Think about all the staff, including administrative support staff, instructional associates, technicians, etc., as well as non-staffing resources.*

> *If you have multiple budgets, please combine them for the table below.*

Classification	# staff	Budgeted Amount (total)
Administrators		
Classified Employees		
Professional Technical Employees		
Adjunct Faculty		
Full Time Faculty		
Hourly Employees		
All other salary lines	NA	
All Fringe Benefits	N/A	
All other operating expenses	N/A	
Totals	0.00	$0.00

1.8 Is the current staffing adequate for your unit's needs?

YES ☐   NO ☐

1.8.1 If no, please describe additional staffing needs.

1.9 Are the current facilities adequate for your unit's needs?

YES ☐   NO ☐

1.9.1 If no, please describe facility enhancements needed.

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1.10   Are the unit's technology and equipment resources adequate?

   YES   ☐   NO   ☐

1.10.1   If no, please describe technology and equipment needed for the unit.

1.11   What other information, if any, do you believe is important for your unit to consider in planning?

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2 Analysis

Based on sources of data, information and experience, please describe your unit's present and future needs and challenges.

2.1   What sources of quantitative and/ or qualitative data are you using to identify challenges and needs?

> *(Surveys, Point of Services (POS) unit feedback, ,Council for the Advancement of Standards in Higher Education (CAS) standards, Association of College Administration Professionals (ACAP) best practices, research from journals, articles, external databases, research projects, presentations, conferences, white papers, etc.)*

2.2   What are the strengths and weaknesses for the unit?

> *(What activities does the unit do well? What services, products, or decisions have been successful recently? What internal resources or situations are limiting the unit's ability to achieve its goals?)*

2.3   What are the opportunities and threats for the unit?

> *(What events or conditions within or outside the college might the unit be well-positioned to address? What events or conditions outside the unit or college might pose difficulties and limit the unit's ability to achieve its goals? What opportunities for growth and/ or innovation exist for the unit.*

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2.4   Describe any factors that may impact the achievement of your unit's goals, either negatively or positively.

2.5   Are there things the unit should be doing that are not currently being done?

YES   ☐ Chec   NO   ☑ Chec

2.5.1   If yes, please describe.

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2.5.2   Unit Outcomes Assessment

Measure # (linked from 1.3.2)	Unit Measure (description) (linked from 1.3.2)	Unit Baseline data (for the unit measure)	Unit Current Data (for the unit measure)	Unit Target data (for the unit measure)	Unit Current Status (% of target data)	Outcome # (linked from 1.3.2)
	Example unit measure: *Measure usage of TIPS by computing average number of TIPS users per month for fiscal year.*					
UM1.1.1	*Measure the number of electronic invoices processed.*				20% increase	*UO1.1*
UM1.1.2	*0*					*UO1.1*
UM1.2.1	*0*					*UO1.2*
UM1.2.2	*0*					*UO1.2*
UM1.3.1	*0*					*UO1.3*
UM1.3.2	*0*					*UO1.3*
UM1.4.1	*0*					*UO1.4*
UM1.4.2	*0*					*UO1.4*
UM1.5.1	*0*					*UO1.5*
UM1.5.2						*UO1.5*
UM2.1.1	*Measure the number of paper checks disbursed.*				20% increase	*UO2.1*
UM2.1.2						*UO2.1*
UM2.2.1	*Measure the number of parking tags paid online.*				20% increase	*UO2.2*
UM2.2.2						*UO2.2*
UM2.3.1	*Receive one unqualified opinion from external auditors and a Certificate of Achievement for Excellence in Financial Reporting.*				100% increase	*UO2.3*
UM2.3.2						*UO2.3*
UM2.4.1						*UO2.4*
UM2.4.2						*UO2.4*
UM2.5.1						*UO2.5*
UM2.5.2						*UO2.5*

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Measure # (linked from 1.3.2)	Unit Measure (description) (linked from 1.3.2)	Unit Baseline data (for the unit measure)	Unit Current Data (for the unit measure)	Unit Target data (for the unit measure)	Unit Current Status (% of target data)	Outcome # (linked from 1.3.2)
UM3.1.1	Measure the number of reports turned in on time.				20% increase	UO3.1
UM3.1.2						UO3.1
UM3.2.1						UO3.2
UM3.2.2						UO3.2
UM3.3.1						UO3.3
UM3.3.2						UO3.3
UM3.4.1						UO3.4
UM3.4.2						UO3.4
UM3.5.1						UO3.5
UM3.5.2						UO3.5
UM4.1.1	Measure customer service by customer service survey.				20% increase	UO4.1
UM4.1.2						UO4.1
UM4.2.1						UO4.2
UM4.2.2						UO4.2
UM4.3.1						UO4.3
UM4.3.2						UO4.3
UM4.4.1						UO4.4
UM4.4.2						UO4.4
UM4.5.1						UO4.5
UM4.5.2						UO4.5
UM5.1.1						UO5.1
UM5.1.2						UO5.1
UM5.2.1						UO5.2
UM5.2.2						UO5.2
UM5.3.1						UO5.3
UM5.3.2						UO5.3

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Measure # (linked from 1.3.2)	Unit Measure (description) (linked from 1.3.2)	Unit Baseline data (for the unit measure)	Unit Current Data (for the unit measure)	Unit Target data (for the unit measure)	Unit Current Status (% of target data)	Outcome # (linked from 1.3.2)
UM5.4.1						UO5.4
UM5.4.2						UO5.4
UM5.5.1	0					UO5.5
UM5.5.2	0					UO5.5

2.5.3   If you have qualitative data that cannot be entered in data table above, please describe them

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3 Objectives (improvements) Table

Outline your unit's objectives (improvements) based on the challenges and opportunities you determined in the analysis section (Part 2). Include a list of the objectives (improvements) you propose and measures for success.

3.1   Unit Objectives (improvements), Measures, Challenges or opportunities
(data linked to table 4)

Objective #	Objectives (Improvements)	Objective Measure	Objective Baseline data	Objective Target data	Opportunity or challenges identified	Responsible person	Related Unit Outcome
	Example: Develop a new workshop curriculum to train faculty and staff on how to access enrollment-related data through TIPS.	*Example: Measure participation in OIEA workshops by computing number of participants at OIEA training sessions during fiscal year.*			*Example: Review of activity accessing TIPS indicated that most TIPS users were OIEA staff; need to expand use of TIPS to more staff and faculty.*		
OB1.1	Increase utilization of electronic invoices.	Measure the number of electronic invoices processed.				Anabel Sanchez	UO1.1
OB1.2	Improve efficiency of disbursing payroll checks.	Measure the number of paper checks disbursed.				Al Sims	UO1.2
OB1.3	Develop an online payment option to pay for parking tags for improved efficiency.	Measure the number of parking tags paid online.				Connie Faber and Cheryl Coe	UO1.3
OB1.4	Accurately prepare the CAFR.	Measure the number of certificates received.				Neil Vickers	UO1.4
OB1.5	Maintain internal control over grant accounting and financial accounting on a timely basis.	Measure the number of reports turned in on time.				Delphine Gonzales	UO1.5
OB2.1	Successfully partner with outside vendors.	Measure customer service by customer survey.				Tony Owens	UO2.1
OB2.2							UO2.2
OB2.3							UO2.3
OB2.4							UO2.4
OB2.5							UO2.5
OB3.1							UO3.1
OB3.2							UO3.2
OB3.3							UO3.3

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Objective #	Objectives (Improvements)	Objective Measure	Objective Baseline data	Objective Target data	Opportunity or challenges identified	Responsible person	Related Unit Outcome
OB3.4							UO3.4
OB3.5							UO3.5
OB4.1							UO4.1
OB4.2							UO4.2
OB4.3							UO4.3
OB4.4							UO4.4
OB4.5							UO4.5
OB5.1							UO5.1
OB5.2							UO5.2
OB5.3							UO5.3
OB5.4							UO5.4
OB5.5							UO5.5

3.2   Does the unit have sufficient control over the objectives (improvements) and key strategies to implement them effectively?

YES   ☑   NO   ☐

3.2.1 If not, please describe your unit plans to successfully implement this objective (improvement).

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3.3 Objectives and Key Strategies with Timeline and Costs

> *(NO more than 3 strategies for each objective (improvement)*

Objective Key Strategy #	Objective Key Strategy	Timeline	Related Facilities Needs (details)	Related Staffing Needs (details)	Related Equip/Tech Needs (details)	Other Related Needs (details)	Total costs	Related Objective (Improvements)	Related Objectives (Improvements)
Example	OIEA staff will develop content for a new TIPS training workshop.	Year 1		Prof development			$ 100	OB1.1	
Example	OIEA staff will create a short video that will be posted on the website demonstrating how to use TIPS.	Year 2			Adobe Connect		$ 1,500	OB1.1	
Example	OIEA staff will offer at least one new workshop through Professional Development Office.	Year 3	classroom space				$ 1,400	OB1.1	
OKS1.1.1								OB1.1	Increase utilization of electronic invoices.
OKS1.1.2									
OKS1.1.3									
OKS1.2.1								OB1.2	Improve efficiency of disbursing payroll checks.
OKS1.2.2									
OKS1.2.3									
OKS1.3.1								OB1.3	Develop an online payment option to pay for parking tags for improved
OKS1.3.2									
OKS1.3.3									
OKS1.4.1								OB1.4	Accurately prepare the CAFR.
OKS1.4.2									
OKS1.4.3									
OKS1.5.1								OB1.5	Maintain internal control over grant accounting and financial
OKS1.5.2									
OKS1.5.3									
OKS2.1.1								OB2.1	Successfully partner with outside vendors.
OKS2.1.2									
OKS2.1.3									
OKS2.2.1								OB2.2	
OKS2.2.2									
OKS2.2.3									

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Objective Key Strategy #	Objective Key Strategy	Timeline	Related Facilities Needs (details)	Related Staffing Needs (details)	Related Equip/Tech Needs (details)	Other Related Needs (details)	Total costs	Related Objective (Improvements)	Related Objectives (Improvements)
OKS2.3.1									
OKS2.3.2								OB2.3	
OKS2.3.3									
OKS2.4.1									
OKS2.4.2								OB2.4	
OKS2.4.3									
OKS2.5.1									
OKS2.5.2								OB2.5	
OKS2.5.3									
OKS3.1.1									
OKS3.1.2								OB3.1	
OKS3.1.3									
OKS3.2.1									
OKS3.2.2								OB3.2	
OKS3.2.3									
OKS3.3.1									
OKS3.3.2								OB3.3	
OKS3.3.3									
OKS3.4.1									
OKS3.4.2								OB3.4	
OKS3.4.3									
OKS3.5.1									
OKS3.5.2								OB3.5	
OKS3.5.3									
OKS4.1.1									
OKS4.1.2								OB4.1	
OKS4.1.3									
OKS4.2.1									
OKS4.2.2								OB4.2	
OKS4.2.3									
OKS4.3.1									
OKS4.3.2								OB4.3	
OKS4.3.3									

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Objective Key Strategy #	Objective Key Strategy	Timeline	Related Facilities Needs (details)	Related Staffing Needs (details)	Related Equip/Tech Needs (details)	Other Related Needs (details)	Total costs	Related Objective (Improvements)	Related Objectives (Improvements)
OKS4.4.1									
OKS4.4.2								OB4.4	
OKS4.4.3									
OKS4.5.1									
OKS4.5.2								OB4.5	
OKS4.5.3									
OKS5.1.1									
OKS5.1.2								OB5.1	
OKS5.1.3									
OKS5.2.1									
OKS5.2.2								OB5.2	
OKS5.2.3									
OKS5.3.1									
OKS5.3.2								OB5.3	
OKS5.3.3									
OKS5.4.1									
OKS5.4.2								OB5.4	
OKS5.4.3									
OKS5.5.1									
OKS5.5.2								OB5.5	
OKS5.5.3									

Total Cost Estimate $ 3,000

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Objective Key Strategy #	Objective Key Strategy	Timeline	Related Facilities Needs (details)	Related Staffing Needs (details)	Related Equip/Tech Needs (details)	Other Related Needs (details)	Total costs	*Related Objective (Improvements)*	*Related Objectives (Improvements)*

3.4   Describe how the evaluation measures are appropriate and relevant for the proposed objectives (improvements).

3.5   Describe the process used to evaluate the results of your improvements (objectives), and indicate who participated in the review.

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4 Evaluation and Reporting

Present the quantitative and qualitative information (data) you collected after implementing each proposed solution/strategy in your unit plan, and write a summary of results and analysis of future needs. This section is to be completed after your unit's objectives (improvements) have been implemented and data has been collected on the success of the improvements.

4.1 Evaluation of Implemented Objectives

<mark>(some data linked to table 3A)</mark>

Objective #	Objectives (Improvements)	Objective Measure (conditions/ criteria)	Objective Baseline data	Objective Current data	Objective Target data	Current data (as % of target)	Related Unit Outcome
Example	*Develop a new workshop curriculum to train faculty and staff on how to access enrollment-related data through TIPS.*	*Measure participation in OIEA workshops by computing number of participants at OIEA training sessions during fiscal year.*					*UO1.1*
OB1.1	Increase utilization of electronic invoices.	Measure the number of electronic invoices processed.	0.00	0.00	0.00	#DIV/0!	*UO1.1*
OB1.2	Improve efficiency of disbursing payroll checks.	Measure the number of paper checks disbursed.				#VALUE!	*UO1.2*
OB1.3	Develop an online payment option to pay for parking tags for improved efficiency.	Measure the number of parking tags paid online.				#VALUE!	*UO1.3*
OB1.4	Accurately prepare the CAFR.	Measure the number of certificates received.				#VALUE!	*UO1.4*
OB1.5	Maintain internal control over grant accounting and financial accounting on a timely basis.	Measure the number of reports turned in on time.				#VALUE!	*UO1.5*
OB2.1	Successfully partner with outside vendors.	Measure customer service by customer survey.				#VALUE!	*UO2.1*
OB2.2						#VALUE!	*UO2.2*
OB2.3						#VALUE!	*UO2.3*
OB2.4						#VALUE!	*UO2.4*
OB2.5						#VALUE!	*UO2.5*

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Objective #	Objectives (Improvements)	Objective Measure (conditions/ criteria)	Objective Baseline data	Objective Current data	Objective Target data	Current data (as % of target)	Related Unit Outcome
OB3.1						#VALUE!	UO3.1
OB3.2						#VALUE!	UO3.2
OB3.3						#VALUE!	UO4.3
OB3.4						#VALUE!	UO3.4
OB3.5						#VALUE!	UO3.5
OB4.1						#VALUE!	UO4.1
OB4.2						#VALUE!	UO4.2
OB4.3						#VALUE!	UO4.3
OB4.4						#VALUE!	UO4.4
OB4.5						#VALUE!	UO4.5
OB5.1						#VALUE!	UO5.1
OB5.2						#VALUE!	UO5.2
OB5.3						#VALUE!	UO5.3
OB5.4						#VALUE!	UO5.4
OB5.5						#VALUE!	UO5.5

4   Evaluation and Reporting

4.2   Briefly summarize the degree to which the targets were met.

> ➢ *Note the key strategies or activities designed to implement the objectives (improvements)*

4.3   What impact did your implemented improvements (objectives) have on the unit's goals and outcomes?

4.4   Briefly describe how the results of the improvements contributed to advancing the mission and goals of the college.