

**South Texas College
2005-2007 Mid-Biennium Report
Business Office**

Guiding Principle **1. South Texas College will be a premier learning-centered higher education institution where student and community success are paramount.**

Strategic Outcome *1.1 Build a learning organization by cultivating a culture of evidence that demonstrates mission-focused, data-driven decision making*

Performance Indicator 1.1.4: To reduce the amount of uncollected tuition and fees from emergency loans and installment payment plans, the business office will develop and implement a plan of action.

Action Plan:	A task force committee has been formed to evaluate problem areas which have increased our uncollectibles.	Completed: y	In progress
Action Plan:	The Business Office will continue to mail students statements on a frequent basis prior to and after the Emergency Loan and Installment Plan due dates.	Completed: y	Emergency Loans -A/R dept. identifies the students that should get statements . Installment Plan - Cashiers Dept. identifies the students that should get statements. Both departments work with IT to mail out statements.
Action Plan:	The day after the appropriate due dates the Collection Specialist STC's will contact students with an unpaid balance.	Completed: y	
Action Plan:	A first and second notice will be mailed to students with a past due balance at the end of every semester prior to write offs and submission to collection agency.	Completed: y	
Action Plan:	As notices are mailed Cashier telemarketers will simultaneously continue to call students with a past due balance.	Completed: y	
Action Plan:	A summary of analysis will be continued at write off to pinpoint problem areas.	Completed: y	Bursar and Collection specialist work on it
Action Plan:	Increase budget by \$25,000 (estimate) to hire a Collections Specialist as a regular staff. (Increased budget expenses will pay for themselves with the return of revenue collected.)	Completed: y	

Performance Indicator 1.1.5: To reduce the amount of uncollected tuition and fees from emergency loans and installment payment plans, the business office will develop and implement a plan of action.

Action	Distribute flyers with "Due Date" information to all students the cashier	Completed:
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Plan:	comes in contact with.	y	
Action Plan:	Post "Due Date" information in the Cashier area and Electronic sign.	Completed: y	Web Page
Action Plan:	Include pertinent information (due date, payment options etc) on statements accordingly.	Completed: y	
Action Plan:	Ensure that Sale point receipt message reflects due date information.	Completed: n	Software changed
Action Plan:	Notify students that installment plan is now available for summer sessions.	Completed: y	
Action Plan:	Add web check option.	Completed: y	Purchased software system and working on it
Performance Indicator 1.1.7:	To reduce the amount of uncollected tuition and fees from emergency loans and installment payment plans, the business office will develop and implement a plan of action.		
Action Plan:	Create and prepare management reports from the Banner system for all the departments of the Business Office.	Completed: y	In progress and still developing custom reports
Performance Indicator 1.1.8:	The business office staff will make decisions based on data through the successful implementation of the Finance, Human Resources, Student, Loan, Budget modules in the Banner system.		
Action Plan:	Create task force to review financial aid reversals and recommend strategies to reduce the reversals.	Completed: n	Need to meet with financial aid department
Action Plan:	Mail statements to students on a regular basis.	Completed: y	A schedule was prepared to mail statements on a regular and timing basis
<i>Strategic Outcome</i>	<i>1.3 Promote shared responsibility among faculty, staff, and students to set and achieve high expectations</i>		
Performance Indicator 1.3.2:	To ensure that students understand rules and regulations, the cashiers will work with student services to develop and implement the communication plan regarding the new initiatives.		
Action Plan:	Improve student addresses updates in Banner.	Completed: y	
Action Plan:	Establish procedures to obtain correct addresses from students.	Completed: y	In progress
Action Plan:	Post notices.	Completed: y	In progress
Action Plan:	Develop a plan on process of emailing student bills.	Completed: y	In progress - FY07 Budget

Strategic Outcome *1.5 Exceed community and SACS expectations of a Level II baccalaureate degree granting institution*

Performance Indicator 1.5.2a: To eliminate the possibility of SACS recommendations, Vice President for FAS will ensure that the appropriate resources are included in the FY 05-06 and 06-07 budget.

Action Plan: 1.) Prepare the budgets considering all the required resources necessary to carry out our functions. Completed: y

Performance Indicator 1.5.2b: To eliminate the possibility of SACS recommendations, Vice President for FAS will ensure that the appropriate resources are included in the FY 05-06 and 06-07 budget.

Action Plan: Prepare audit schedules, statements and reports. Completed: y

Action Plan: Prepare footnotes, tables and MDA . Completed: y

Action Plan: Provide and prepare any additional reports requested by auditor. Completed: y

Action Plan: Implement audit recommendations. Completed: y

Action Plan: Implement and review audit timeline. Completed: y

Guiding Principle **2. South Texas College will serve as the cornerstone for the economic vitality of South Texas.**

Strategic Outcome *2.3 Demonstrate excellence in fiscal responsibility and accountability to the public and taxpayers*

Performance Indicator 2.3.1a: The departments will be pro-active in meeting auditing standards by implementing the recommendations from the fraud and theft detection study performed by consultant.

Action Plan: Sign Positive Pay agreements between TSB and STC. Completed: y

Action Plan: Establish procedures to identify steps required and assign responsibilities. Completed: y

Action Plan: Implement Positive Pay after the outstanding check list is prepared and provided to TSB. Completed: y

Performance Indicator 2.3.1b: The business office, human resources, and purchasing departments will take corrective action on the recommendations from the internal auditors in the fraud survey report.

Action Plan:	Review policies and procedures to identify areas that may be susceptible to fraud.	Completed: y	In progress
Action Plan:	Develop a Payroll action plan to evaluate adequacy of internal controls, actions required to strengthen and enhance internal controls.	Completed: y	
Action Plan:	Meet with departments in the College that need clarification on overtime policy and proper calculation of overtime hours.	Completed: y	As requested by departments
Action Plan:	Develop method to test timecard accuracy	Completed: y	Timeforce timekeeping system was implemented 6/1/06
Action Plan:	Ensure total hours worked are properly recorded and paid.	Completed: y	Reconciliations are in process
Performance Indicator 2.3.1c:	The Vice President for Finance and Administrative Services, business office, purchasing, human resources, facilities planning and construction and operations and maintenance departments will complete the activities in the Action Plan developed to comply with SAS 99 recommended procedures regarding ethics and anti-fraud processes and controls.		
Action Plan:	Disseminate SAS 99 Efforts Action Plan to all departments.	Completed: y	
Action Plan:	Ensure that all activities are completed, including a) implementation of fraud hotline, b) guidelines for reporting and investigating fraud, abuse and other improprieties, c) distribution of the fraud survey, d) self-assessment of fraud risk for entire Business Office.	Completed: y	
Performance Indicator 2.3.2:	Strengthen fiscal accountability by ensuring that the scope of services and areas to be audited are identified for the internal auditors and audits are performed on a timely basis with corrective actions implemented by each department responsible.		
Action Plan:	Increase scope of services for internal auditors.	Completed: y	In progress
Action Plan:	Identify new areas for internal audits.	Completed: y	In progress
Action Plan:	Continue to implement audit recommendations	Completed: y	Implemented as soon as auditor recommends
Performance Indicator 2.3.3:	Ensure no findings in the enrollment audit by reviewing and implementing all requirements regarding payments and refunding policy.		
Action Plan:	Self Reports for NSF, Installments and Emergency loans	Completed: y	In Progress
Action Plan:	Gather documentation as requested during the last audit	Completed: y	In Progress
Action Plan:	Review tuition refund tables.	Completed: y	In Progress

Plan:		y	
Action Plan:	Update the Cashier walkthrough.	Completed: y	In progress
Action Plan:	Review applicable procedures.	Completed: y	In progress
Performance Indicator 2.3.4:	The business office will model excellence by submitting the Comprehensive Annual Financial Report to the GFOA and earning the Certificate of Excellence in Financial Reporting.		
Action Plan:	Continue preparing the annual financial report in the format required by GFOA.	Completed: y	
Action Plan:	Submit the AFR to the GFOA.	Completed: y	
Action Plan:	Implement all recommendations received from the GFOA	Completed: y	
Performance Indicator 2.3.5a:	Business Office will be fiscally responsible by securing assets and data with inventory control and password access to data and reports.		
Action Plan:	Establish procedures to properly grant access to authorized personnel to be implemented in Banner Finance.	Completed: y	
Performance Indicator 2.3.5b:	Business Office will be fiscally responsible by implementing a time clock system for classified employees college wide.		
Action Plan:	Setup in-house software and timekeeper terminal demonstrations in order to evaluate the needs of STC.	Completed: y	Implemented 6/1/06
Action Plan:	Evaluate the benefits STC and its employees would gain from automating the collection of time and attendance data.	Completed: y	
Action Plan:	Publicize bid and develop RFP to purchase a system that will collect real-time information and update the payroll records without the use of timesheets	Completed: y	
Action Plan:	Budget for the software license, interface to Banner software, employee training and system maintenance support.	Completed: y	
Action Plan:	Request authorization to award bid from Board.	Completed: y	
Performance Indicator 2.3.5c:	Vice President for Finance and Administrative Services and all departments will be accountable for implementing the retention periods and properly destroying records based on the records retention plan with the policy and procedures established by the College.		

Action Plan:	Revise Procedures: Revise Procedures as per the approved Record Retention Schedule dated May 3, 2005 to include updated item numbers, record series and retention schedules.	Completed: y	
Action Plan:	Equipment: boxes designed to resist stocking, with handles, light weight and easy to carry. Back support belts. 3/4 circular color labels and 2"X4" white labels. Binders to maintain record retention inventory logs.	Completed: y	
Action Plan:	Forms: updated the form. Location of documentation storage.	Completed: y	
Action Plan:	Prepare schedules and forms when records need to be retrieve.	Completed: y	Procedures are in process to establish steps to retrieve records
Action Plan:	Destruction: Records destruction will be done by outside source and records that do not need to be retain will be shredder.	Completed: y	
Performance Indicator 2.3.5d:	Evisions implementation by the Business Office		
Action Plan:	Prepare procedures, including new job duties and levels of approvals, for the implementation of printing of batch and online checks.	Completed: y	Implemented 9/1/05
Action Plan:	Prepare procedures, including new job duties and levels of approvals, for the implementation of printing of requisitions and purchase orders.	Completed: y	In progress
Action Plan:	Prepare procedures, including new job duties and levels of approvals, for the implementation of printing of IRS forms (1099, 1098, W-2, etc).	Completed: y	In progress
Action Plan:	Prepare procedures, including new job duties and levels of approvals, for the implementation of printing of invoices and statements.	Completed: y	Evision will not be used. Currently, using CLM (College Loan Manager) to generate statements for students w/ emergency loans & Uncollectible accounts
Action Plan:	Prepare procedures, including new job duties and levels of approvals, for the implementation of positive pay.	Completed: y	
Performance Indicator 2.3.5e:	Banner implementation		
Action	Staff shall attend training.	Completed:	

Plan:		y	
Action Plan:	Staff shall process map legacy system processes.	Completed: y	
Action Plan:	Staff shall develop new chart of accounts.	Completed: y	
Action Plan:	Staff shall crosswalk accounts.	Completed: y	
Action Plan:	Staff shall test of all processes.	Completed: y	
Action Plan:	Staff shall setup securities.	Completed: y	
Action Plan:	Staff shall setup access.	Completed: y	
Action Plan:	Staff shall develop new procedures.	Completed: y	Finance - still developing procedures
Action Plan:	Staff shall develop training material and train end-users.	Completed: y	
Action Plan:	Staff shall develop user manuals.	Completed: y	
Action Plan:	Staff shall assign new responsibilities.	Completed: y	Finance
Action Plan:	Staff shall determine and develop reports and reporting.	Completed: y	Banner-Finance still developing
Action Plan:	Staff shall develop new forms and revise current forms.	Completed: y	Banner-Finance forms were developed and revised
Action Plan:	Staff shall complete segregation of duties review.	Completed: y	In progress
Action Plan:	Staff shall complete internal control review.	Completed: y	In progress
Action Plan:	Staff shall communicate internally and externally regarding procedures and processes.	Completed: y	

Guiding Principle

3. South Texas College will foster an environment for the students and community to achieve a better quality of life.

Strategic Outcome

3.1 Develop and promote seamless systems and processes from prospective student through successful exit to motivate and assist in timely graduation, transfer or employment

Performance Indicator 3.1.1:

The cashiers will work with student services department to ensure that enrollment targets are met or exceeded by ensuring that statements are mailed or students are called to make payments on a timely basis.

Cashiers will communicate with Student

Action Plan:	Services to ensure that tuition tables are active by the targeted early registration date.	Completed: y	
Action Plan:	Cashiers will coordinate with Financial Aid so that award letters are mailed out as soon as tuition tables are active.	Completed: y	
Action Plan:	Cashiers will mail out the first due date statements one week after award letters have been sent out, thus eliminating calls dealing with awards.	Completed: y	
Action Plan:	Cashiers will continue to update and monitor the collection timeline schedule to ensure that due date statements are mailed out in a timely manner. Statements will include pertinent information (due dates, payment options available, etc.).	Completed: y	
Action Plan:	Cashiers will generate unpaid lists daily beginning two weeks before classes begin.	Completed: y	In progress
Action Plan:	Cashiers will call students on the unpaid lists before drop dates.	Completed: y	
Action Plan:	Urgent Payment Reminders will be mailed out six days before the due date.	Completed: y	
Action Plan:	Emergency loan availability will be tracked and cashiers scheduled at all sites.	Completed: y	
Action Plan:	Production calendar will be monitored on a daily basis.	Completed: y	
Action Plan:	Web term is active to enable students to pay with a credit card via the web	Completed: y	

Strategic Outcome *3.2 Develop and implement quality services in prompt response to student and community needs*

Performance Indicator 3.2.3:	To decrease the amount of time for students to receive payments, a Student Direct Card program will be implemented by Spring 2006.		
Action Plan:	Setup in-house presentations in order to evaluate the needs of STC.	Completed: n	This project is scheduled for completion in Summer 2007
Action Plan:	Evaluate the benefits STC, students, and its employees would gain from having funds distributed through stored value cards	Completed: y	In progress
Action Plan:	Research the use of such cards by other State agencies and community colleges.	Completed: y	In progress
Action Plan:	Publicize bid and evaluate results.	Completed: y	In progress
Action Plan:	Budget for the stored value cards and associated card service charges.	Completed: y	In progress

Action Plan:	Request authorization to award bid from Board.	Completed: y	In progress
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Strategic Outcome

3.3 Strengthen the personalized, student-centered environment

Performance Indicator 3.3.3a:	The cashiers will be cross-trained to provide accurate student information on all aspects of the student system.		
Action Plan:	Develop "One Stop" concept within the Cashier Department.	Completed: y	In progress
Action Plan:	Reference manual of pertinent information and procedures will be available at each cashier window and at each site.	Completed: y	In progress
Action Plan:	Training schedule will be developed to ensure all cashiers are cross trained on processes.	Completed: y	In progress
Action Plan:	Addresses will be confirmed and student will fill out a change of address form to be forwarded to Admissions.	Completed: y	In progress
Action Plan:	Orientations will be held each term for all temporary workers.	Completed: y	In progress
Action Plan:	Continue flow charts of procedures.	Completed: n	This project is scheduled for completion in Summer 2007

Performance Indicator 3.3.3b:	Cross train financial staff to be ready to support student functions.		
Action Plan:	Identify areas to cross-train.	Completed: n	This project is scheduled for completion in Summer 2007
Action Plan:	Identify personnel to cross-train.	Completed: n	This project is scheduled for completion in Summer 2007
Action Plan:	Prepare a time line to cross-train.	Completed: n	This project is scheduled for completion in Summer 2007

Strategic Outcome

3.4 Continuously improve student satisfaction with all aspects of the College

Performance Indicator 3.4.5:	Bookstore On-line integration		
Action	Review and update flow chart procedure	Completed:	This project is scheduled for completion in Summer

Plan:	when applicable.	n	2007
Action Plan:	Coordinate meetings at the end of each term with the Bookstore, Business Office, ITS and Financial Aid to resolve issues surfacing that term.	Completed: n	This project is scheduled for completion in Summer 2007
Action Plan:	Coordinate meetings at the beginning of each term with the Bookstore, Business Office, ITS and Financial Aid to set dates.	Completed: n	This project is scheduled for completion in Summer 2007
Performance Indicator 3.4.6a:	Web check implementation by the Business Office.		
Action Plan:	Develop a timeline for the purchase and implementation of a "web check" software.	Completed: y	In progress
Performance Indicator 3.4.6b:	Upgraded cashiering system implementation by the Business Office.		
Action Plan:	Develop a timeline for the purchase and implementation of a cashiering system.	Completed: y	In progress

Guiding Principle **4. South Texas College will nurture a culture where collaboration is valued and achievement is recognized.**

Strategic Outcome *4.2 Value one another*

Performance Indicator 4.2.1:	Each department director will demonstrate appreciation and promote staff morale by recognizing contributions, performance and service of the employees.		
Action Plan:	Continue "Stick Out Your Neck" Award.	Completed: y	Implemented
Action Plan:	Expand "Milestones Reached" recognitions.	Completed: n	This project is scheduled for completion in Summer 2007
Action Plan:	Continue years of service awards.	Completed: y	
Performance Indicator 4.2.2:	Each department's staff will attend Employee Recognition Ceremonies and report greater satisfaction as a result of including more recognition awards to celebrate accomplishments.		
Action Plan:	Continue encouraging all staff to attend the employee recognition ceremony.	Completed: y	

Vice President for Finance and Administrative Services and all directors will foster a

Performance Indicator 4.2.3: harmonious work environment by encouraging collaboration and team work within each department.

Action Plan:	Incorporate team building training in annual retreats.	Completed: y	Held during the spring semester
Action Plan:	Increase the number of retreats to 2 times a year.	Completed: n	Implementation of new system and internal and external audit were conducted - perhaps it might happen next fiscal year
Action Plan:	Increase number of collaboration sessions regarding Banner system and other topics.	Completed: y	In progress

Strategic Outcome *4.3 Encourage and provide up-to-date professional development and skill enablement for faculty and staff*

Performance Indicator 4.3.1: Vice President for Finance and Administrative Services and all directors will meet staff needs for professional development by implementing a personal professional development plan for each employee.

Action Plan:	Prepare professional development plan for each employee.	Completed: n	This project is scheduled for completion in Summer 2007
Action Plan:	Review the professional development plan on an annual basis.	Completed: n	This project is scheduled for completion in Summer 2007

Performance Indicator 4.3.2: Faculty and staff will be made aware of changes in procedures by planning and conducting awareness and collaboration sessions and sending alert notices as necessary.

Action Plan:	Continue preparing and issuing alert notices on pertinent information.	Completed: y
Action Plan:	Continue conducting collaboration sessions on pertinent information.	Completed: y
Action Plan:	Update the Business Office web site.	Completed: y

Performance Indicator 4.3.4: FAS departments will continue providing department specific orientation to new employees.

Action Plan:	Accounting Assistant will maintain and update department's procedures' manual.	Completed: y
Action Plan:	Administrative Assistant will conduct an orientation with new employees and provide them with a copy of the department's procedures' manual.	Completed: y
Action Plan:	Administrative Assistant will provide new employees a list detailing their position's division of responsibilities.	Completed: y

*Strategic
Outcome*

4.4 Continuously improve faculty and staff satisfaction with the work environment

Performance Indicator 4.4.2:	All directors will continue constructive feedback to employees to improve the quality of work in the form of oral and written communications or formal recognitions.		
Action Plan:	Continue weekly departmental meetings to provide constructive feedback.	Completed: y	In progress
Action Plan:	Prepare performance evaluations.	Completed: y	
Performance Indicator 4.4.3:	The Vice President for Finance and Administrative Services and all directors will continue to provide a quality work environment through team work and through recommendations developed in collaboration with each work unit.		
Action Plan:	Continue conducting collaboration sessions to ensure quality work environment.	Completed: y	
Action Plan:	Continue team work building in retreats.	Completed: y	
Performance Indicator 4.4.4:	Results from the faculty/staff surveys will indicate improved satisfaction with FAS services and/or indicate areas that need improvement and will be included in the planning for the next biennium.		
Action Plan:	Continue to form task forces and committees to discuss and implement solutions to issues concerning the Business Office	Completed: y	
Action Plan:	Obtain faculty and staff survey results and incorporate into new year planning.	Completed: n	This project is scheduled for completion in Summer 2007