

South Texas College  
Business Office  
2005-2007 IE Plan

**Unit Mission: The Business Office is committed to: Providing, promoting and facilitating excellence in relevant and reliable fiscal management; Securing financial and compliance accountability through a documented and communicated controlled environment; Contributing to the overall success and growth of the College by anticipating its needs and implementing innovative solutions; Safeguarding resources to achieve an economical and cost efficient environment; Enhancing the quality and appeal of the institution's services to its internal and external users; and Providing a supportive working environment for our staff which facilitates their career development and which is conducive to the attainment of the above objectives. Financial Information Services Connecting And Leading (FISCAL).**

GP	SO	Performance Indicators	Action Plan	Data Sources	Supporting Units	Resources Needed
<b>1</b>	<b>Be a premier learning-centered higher education institution where student and community success are paramount.</b>					
	<b>1.1</b>	<b>Build a learning organization by cultivating a culture of evidence that demonstrates mission-focused, data-driven decision making</b>				
	<b>1.1.4</b>	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.	1.) A task force committee has been formed to evaluate problem areas which have increased our uncollectibles. 2.) 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. 3.) The day after the appropriate due dates the STC Collection Specialist will contact students with an unpaid balance. 4.) 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. 5.) As notices are mailed Cashier telemarketers will simultaneously continue to call students with a past due balance. 6.) A summary of analysis will be continued at write off to pinpoint problem areas. 7.) 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.	Business Office, ITS, and internal reports	Business Office and ITS	Resources allocated in Operating Budget
	<b>1.1.5</b>	To ensure that students are enrolled prior to the first class day, the business office will work with student services to inform students of procedures and expectations regarding drops for non-payment and payment options.	1.) Distribute flyers with "Due Date" information to all students the cashier comes in contact with. 2.) Post "Due Date" information in the Cashier area and Electronic sign 3.) Include pertinent information (due date, payment options etc) on statements accordingly 4.) Ensure that Sale point receipt message reflects due date information 5.) Notify students that installment plan is now available for summer sessions. 6.) Add web check option	Academic Calendars and ITS reports	Business Office, Admissions and ITS	Existing resources will be utilized

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	1.1.7	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.	1.) Create and prepare management reports from the Banner system for all the departments of the Business Office.	Banner Reports	Business Office and ITS	Resources allocated in Operating Budget
	1.1.8	To reduce the amount of uncollectibles from student financial aid reversals, the business office staff will work with the financial aid department to implement recommendations and will also communicate with students to advise them that they have an outstanding balance.	1.) Create task force to review financial aid reversals and recommend strategies to reduce the reversals, 2.) Mail statements to students on a regular basis	Financial Aid and ITS reports	Business Office, Financial Aid and ITS	Existing resources will be utilized
	1.2	<b>Promote college-readiness for all students.</b>				
	1.3	<b>Promote shared responsibility among faculty, staff, and students to set and achieve high expectations</b>				
	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.	1.) Improve student addresses updates in Banner, 2.) establish procedures to obtain correct addresses from students, 3.) post notices, 4.) develop a plan on process of emailing student bills	Admissions and ITS reports	Business Office, Admissions and ITS	Existing resources will be utilized
	1.4	<b>Develop quality programs designed to meet regional workforce and economic development priorities</b>				
	1.5	<b>Exceed community and SACS expectations of a Level II baccalaureate degree granting institution</b>				
	1.5.2	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.	1.) Prepare the budgets considering all the required resources necessary to carry out our functions	Financial managers request for budget, banner	Business Office, IS and all departments	Resources allocated in Operating Budget
	1.5.2	The business office will ensure that the College receives an unqualified opinion in the FY 05 audit, which is the audit to be reviewed by the SACS on-site visiting team and that the audit includes an audit of financial aid programs.	1.) Prepare audit schedules, statements and reports 2.) Prepare footnotes, tables and MDA 3.) Provide and prepare any additional reports requested by auditor. 4.) Implement audit recommendations, 5.) Implement and review audit timeline	General Ledger, Financial aid audit reports, CAFR guidelines and contractual agreements.	Business Office and Internal and external auditor	Resources allocated in Operating Budget
2	<b>Serve as the cornerstone for the economic vitality of South Texas</b>					
	2.1	<b>Develop quality workforce education, innovation, and economic development, designated to exceed local industry standards and expectations.</b>				
	2.2	<b>Actively partner in economic and community development.</b>				
	2.3	<b>Demonstrate excellence in fiscal responsibility and accountability to the public and taxpayers</b>				
	2.3.1	The departments will be pro-active in meeting auditing standards by implementing the recommendations from the fraud and theft detection study performed by consultant.	1.) Positive Pay: a) Sign agreements between TSB and STC. b) Establish procedures to identify steps required and assign responsibilities. c) Implement positive pay after the outstanding check list is prepared and provided to TSB	Evision software, procedures and levels of approvals	Business Office, IS and Texas State Bank (TBS)	Resources allocated in Operating Budget

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	2.3.1	The business office, human resources, and purchasing departments will take corrective action on the recommendations from the internal auditors in the fraud survey report.	1.) Review policies and procedures to identify areas that may be susceptible to fraud. 2.) Develop a Payroll action plan to evaluate adequacy of internal controls, actions required to strengthen and enhance internal controls. 3.) Meet with departments in the College that need clarification on overtime policy and proper calculation of overtime hours. 4.) Develop method to test timecard accuracy. 5.) Ensure total hours worked are properly recorded and paid.	Business Office and Internal reports	Business Office	Resources allocated in Operating Budget
	2.3.1	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.	1.) Disseminating SAS 99 Efforts Action Plan to all departments and ensuring that all activities are completed. Major accomplishments include: a) implementation of fraud hotline, b) guidelines for reporting and investigating fraud, abuse and other improprieties, c) distributing the fraud survey, d) self-assessment of fraud risk for entire Business Office	Business Office schedules and reports, survey Human Resources reports	Business Office, Human Resources, outside sources	Resources allocated in Operating Budget
	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.	1.) Increase scope of services for internal auditors, 2.) Identify new areas for internal audits, 3.) Continue to implement audit recommendations	Internal audit recommendations	Business Office and Internal auditor	Resources allocated in Operating Budget
	2.3.3	Ensure no findings in the enrollment audit by reviewing and implementing all requirements regarding payments and refunding policy.	1.) Self Reports for NSF, Installments and Emergency loans 2.) Gather documentation as requested during the last audit 3.) Review tuition refund tables 4.) Update the Cashier walkthrough 5.) Review applicable procedures	Admissions and ITS reports	Business Office, Admissions and ITS	Existing resources will be utilized
	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.	1.) Continue preparing the annual financial report in the format required by GFOA 2.) Submit the AFR to the GFOA, 3.) Implement all recommendations received from the GFOA	Prior years CAFR, GFOA and THECB guidelines	Business Office and external audit	Resources allocated in Operating Budget
	2.3.5	Business Office will be fiscally responsible by securing assets and data with inventory control and password access to data and reports.	1.) Establish procedures to properly grant access to authorized personnel to be implemented in Banner Finance.	Banner Access Request Form & Banner report	Business Office and Financial Managers	Resources allocated in Operating Budget

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	2.3.6	Business Office will be fiscally responsible by implementing a time clock system for classified employees college wide.	<ol style="list-style-type: none"> <li>1.) Setup in-house software and timekeeper terminal demonstrations in order to evaluate the needs of STC.</li> <li>2.) Evaluate the benefits STC and its employees would gain from automating the collection of time and attendance data.</li> <li>3.) 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.</li> <li>4.) Budget for the software license, interface to Banner software, employee training and system maintenance support.</li> <li>5.) Request authorization to award bid from Board.</li> </ol>	Business Office, ITS and Human Resources	Business Office ITS and Human Resources	Resources allocated in Capital Budget
	2.3.7	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.	<ol style="list-style-type: none"> <li>1.) <i>Revise Procedures:</i> Revise Procedures as per the approved Record Retention Schedule dated May 3, 2005 to include updated item numbers, record series and retention schedules.</li> <li>2.) <i>Equipment:</i> 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.</li> <li>3.) <i>Forms:</i> updated the form. <i>Location</i> of documentation storage.</li> <li>4.) Prepare schedules and forms when records need to be <i>retrieve</i>.</li> <li>5.) <i>Destruction:</i> Records destruction will be done by outside source and records that do not need to be retained will be shredded.</li> </ol>	Records Control Schedule Certification and Acceptance Form SLR-540 and the Records Control Schedule by Department. Texas State Records Retention Schedule	Business Office and Outside source	Resources allocated in Operating Budget
	2.3.8	Evisions implementation by the Business Office	<ol style="list-style-type: none"> <li>1.) Prepare procedures, including new job duties and levels of approvals for the implementation of: <ol style="list-style-type: none"> <li>a) printing of batch and online checks</li> <li>b) printing of requisitions and purchase orders</li> <li>c) printing of IRS forms (1099, 1098, W-2, etc)</li> <li>d) printing of invoices and statements.</li> <li>e) implementation of positive pay.</li> </ol> </li> </ol>	Banner Reports	Business Office, Evision company and IS	Resources allocated in Operating Budget

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	2.3.9	Banner implementation	1.) Staff shall attend training, 2.) process map legacy system processes, 3.) develop new chart of accounts, 4.) crosswalk accounts, 5.) testing of all processes, 6.) setup securities, 7.) setup access, 8.) develop new procedures, 9.) develop training material and train end-users, 10.) develop user manuals, 11.) assign new responsibilities, 12.) determine and develop reports and reporting, 13.) develop new forms and revise current forms, 14.) segregation of duties review, 15.) internal control review, 16.) internal and external communication regarding procedures and processes	Banner training materials, Business Office procedures	Business Office, SCT-Banner	Resources allocated in operating and capital budget
<b>3</b>	<b>Foster an environment where students and community achieve a better quality of life</b>					
	<b>3.1</b>	<b><i>Develop and promote seamless systems and processes from prospective student through successful exit to motivate and assist in timely graduation, transfer or employment</i></b>				
	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.	1.) Cashiers will communicate with Student Services to ensure that tuition tables are active by the targeted early registration date. 2.) Cashiers will coordinate with Financial Aid so that award letters are mailed out as soon as tuition tables are active. Cashiers will mail out the first due date statements one week after award letters have been sent out, thus eliminating calls dealing with awards 3.) Cashiers will continue to update and monitor the Collection Timeline schedule to ensure that: a. Due date statements are mailed out timely. Statements will include pertinent information (due dates, payment options available etc) accordingly. b. Unpaid lists are generated daily beginning two weeks before classes begin c. Cashiers call students on the unpaid lists before drop dates d. Urgent Payment Reminders are mailed out six days before the due date e. Emergency loan availability is tracked and cashiers scheduled at all sites f. Production calendar is monitored on a daily basis 4.) Web term is active to enable students to pay with a credit card via the web	Business Office and ITS reports	Admissions, Financial Aid, Business Office and ITS	Existing resources will be utilized

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	<b>3.2</b>	<b><i>Develop and implement quality services in prompt response to student and community needs</i></b>				
	<b>3.2.3</b>	To decrease the amount of time for students to receive payments, a Student Direct Card program will be implemented by Spring 2006.	<ol style="list-style-type: none"> <li>1.) Setup in-house presentations in order to evaluate the needs of STC.</li> <li>2.) Evaluate the benefits STC, students, and its employees would gain from having funds distributed through stored value cards.</li> <li>3.) Research the use of such cards by other State agencies and community colleges.</li> <li>4.) Publicize bid and evaluate results.</li> <li>5.) Budget for the stored value cards and associated card service charges.</li> <li>6.) Request authorization to award bid from Board.</li> </ol>	Business Office procedures, OIRE survey	Business Office and OIRE	Existing resources will be utilized
	<b>3.3</b>	<b><i>Strengthen the personalized, student-centered environment</i></b>				
	<b>3.3.3</b>	The cashiers will be cross-trained to provide accurate student information on all aspects of the student system.	<ol style="list-style-type: none"> <li>1.) Develop "One Stop" concept within the Cashier Department. <ol style="list-style-type: none"> <li>a) Reference manual of pertinent information and procedures will be available at each cashier window and at each site.</li> <li>b) Training schedule will be developed to ensure all cashiers are cross trained on processes</li> <li>c). Addresses will be confirmed and student will fill out a change of address form to be forwarded to Admissions</li> </ol> </li> <li>2.) Orientations held each term for all temporary workers</li> <li>3.) Continue flow charts of procedures</li> </ol>	Business Office procedures	Business Office, Admissions	Existing resources will be utilized
	<b>3.3.3</b>	Cross train financial staff to be ready to support student functions.	<ol style="list-style-type: none"> <li>1.) Identify areas to cross-train</li> <li>2.) identify personnel to cross-train</li> <li>3.) prepare a time line to cross-train</li> </ol>	Business Office procedures	Business Office	Existing resources will be utilized
	<b>3.4</b>	<b><i>Continuously improve student satisfaction with all aspects of the College.</i></b>				
	<b>3.4.5</b>	Bookstore On-line integration	<ol style="list-style-type: none"> <li>1.) Review and update Flow chart procedure when applicable</li> <li>2.) Coordinate meetings at the end of each term with the Bookstore, Business Office, ITS and Financial aid to resolve issues surfacing that term.</li> <li>3.) Coordinate meetings at the beginning of each term with the Bookstore, Business Office, ITS and Financial aid to set dates.</li> </ol>	Visio software and office reports	Bookstore, Business Office, Financial Aid and ITS	Existing resources will be utilized

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	3.4.6	Web check implementation by the Business Office.	1.) Develop a timeline for the purchase and implementation of a "web check" software	Board meeting calendars and Banner training calendar	Business Office and ITS	Resources allocated in budget
	3.4.6	Upgraded cashiering system implementation by the Business Office.	1.) Develop a timeline for the purchase and implementation of a cashiering system	Board meeting calendars and Banner training calendar	Business Office and ITS	Resources allocated in operating budget
<b>4</b>	<b>Nurture a culture where collaboration is valued and achievement is recognized</b>					
	<b>4.1</b>	<b><i>Pursued improved learning and performance through teamwork and collaboration.</i></b>				
	<b>4.2</b>	<b><i>Value one another</i></b>				
	4.2.1	Each department director will demonstrate appreciation and promote staff morale by recognizing contributions, performance and service of the employees.	1.) Continue "Stick Out Your Neck" Award, 2.) Expand "Milestones Reached" recognitions, 3.) Continue years of service awards	Business Office performance evaluations	Business Office	Auxiliary funds.
	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.	1.) Continue encouraging all staff to attend the employee recognition ceremony	Faculty and Staff notices	Business Office	Resources allocated in operating budget
	4.2.3	Vice President for Finance and Administrative Services and all directors will foster a harmonious work environment by encouraging collaboration and team work within each department.	1.) Incorporate team building training in annual retreats, 2.) increase the number of retreats to 2 times a year, 3.) increase number of collaboration sessions regarding Banner system and other topics.	Training materials and banner forms	Business Office	Resources allocated in operating budget
	<b>4.3</b>	<b><i>Encourage and provide up-to-date professional development and skill enablement for faculty and staff</i></b>				
	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.	1.) Prepare professional development plan for each employee, 2.) review the professional development plan on an annual basis	Professional development plans	Business Office	Resources allocated in operating budget
	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.	1.) Continue preparing and issuing alert notices on pertinent information, 2.) continue conducting collaboration sessions on pertinent information, 3.) update the Business Office web site	Business Office alert notices and procedures	Business Office	Resources allocated in operating budget
	4.3.4	FAS departments will continue providing department specific orientation to new employees.	1.) Accounting Assistant will maintain and update department's procedures' manual. 2.) Administrative Assistant will conduct an orientation with new employees and provide them with a copy of the department's procedures' manual. 3.) Administrative Assistant will provide new employees a list detailing their position's division of responsibilities.	Business Office - Procedures Manual, Administrative Assistant	Comptroller and Department Supervisors.	No additional resources required.

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	<b>4.4</b>	<b><i>Continuously improve faculty and staff satisfaction with the work environment</i></b>				
	<b>4.4.2</b>	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.	1.) Continue weekly departmental meetings to provide constructive feedback, 2.) prepare performance evaluations	Business Office performance evaluations	Business Office	Resources allocated in operating budget
	<b>4.4.3</b>	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.	1.) Continue conducting collaboration sessions to ensure quality work environment, 2.) continue team work building in retreats	Business Office PowerPoint presentations	Business Office	Resources allocated in operating budget
	<b>4.4.4</b>	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.	1.) Continue to form task forces and committees to discuss and implement solutions to issues concerning the Business Office, 2.) obtain faculty and staff survey results and incorporate into new year planning	Business Office and OIRE surveys	Business Office, OIRE and VP-FAS	Resources allocated in operating budget