



TEXAS A&M  
UNIVERSITY

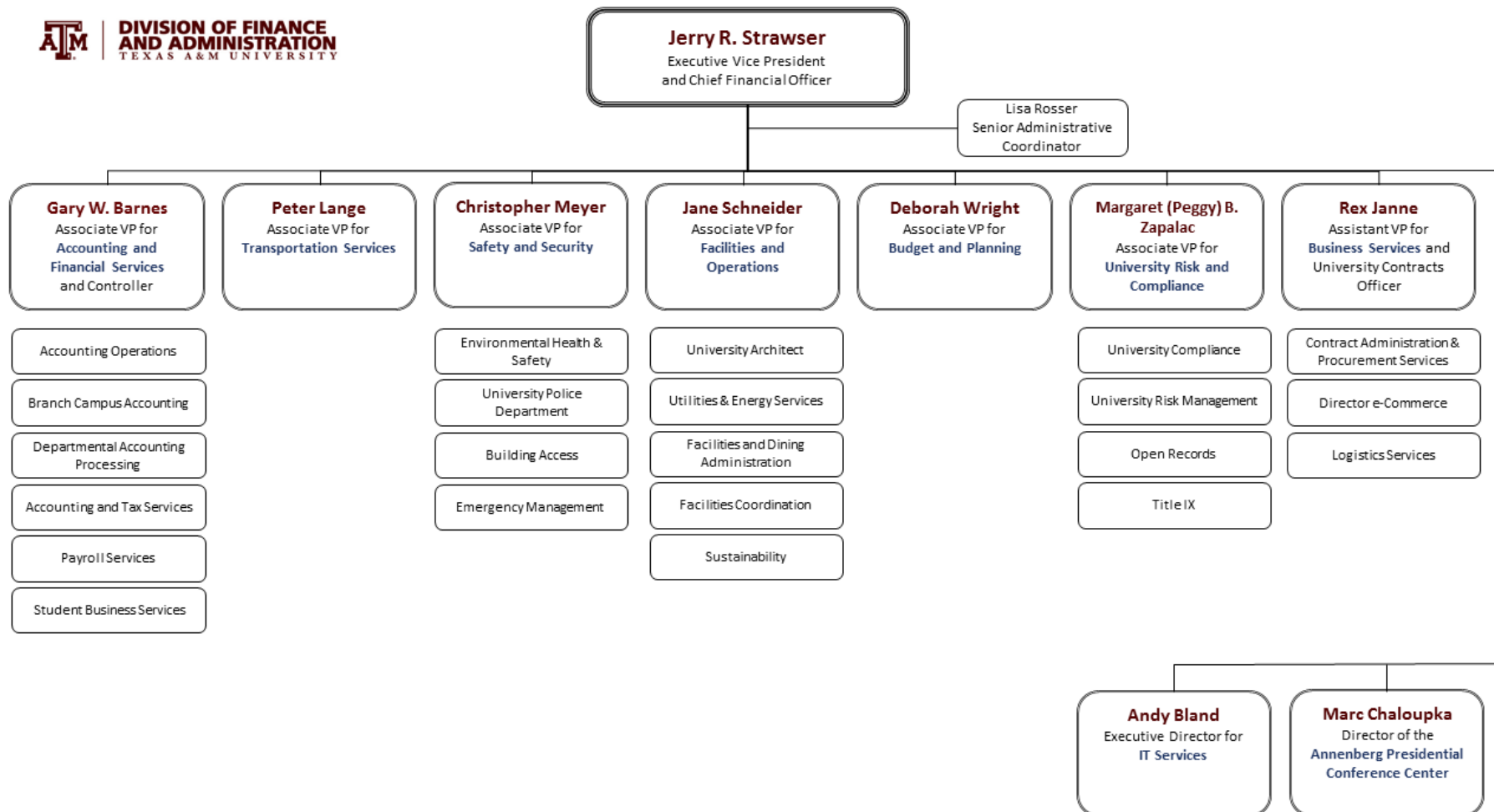
# Division of Finance and Administration

Performance Dashboard | November 2016

# Division of Finance and Administration

Led by Jerry R. Strawser, Executive Vice President and Chief Financial Officer

- The division is comprised of nine units with over 780 staff members.

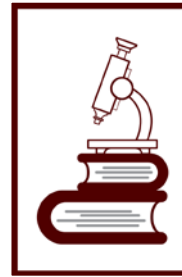


# How We Advance the Mission of Texas A&M University

The Division of Finance and Administration has identified six strategic initiatives that support the mission of the university.



Providing outstanding service to our stakeholders



Creating an attractive, safe, and effective environment for the engagement, research, and teaching activities at Texas A&M University



Facilitating best practices and ensuring compliance with laws and regulations



Supporting Texas A&M University's efforts to create and maintain a diverse campus and welcoming climate



Creating a culture of life-long learning and professional development within our Division



Engaging in responsible stewardship of financial, environmental, and people resources in a sustainable manner

# Accounting and Financial Services

Led by Gary W. Barnes, Associate Vice President and Controller

## Departments/Units:

- **Financial Management Operations** provides general accounting services and services related to accounts payable, banking, e-commerce, financial reporting, property management, and access and security.
- **Departmental Accounting Services** (DAS) provides financial reporting, reconciliation, and transaction processing services. DAS is also responsible for working with Service Center departments on their annual/bi-annual rate review.
- **Payroll Services** manages various functions related to payroll (including processing, distribution, imaging, and employment verification) as well as individual tax compliance and reporting.
- **Student Business Services** manages student financial obligations including tuition and fees, student waivers and exemptions, and the Texas Guaranteed Tuition fund.

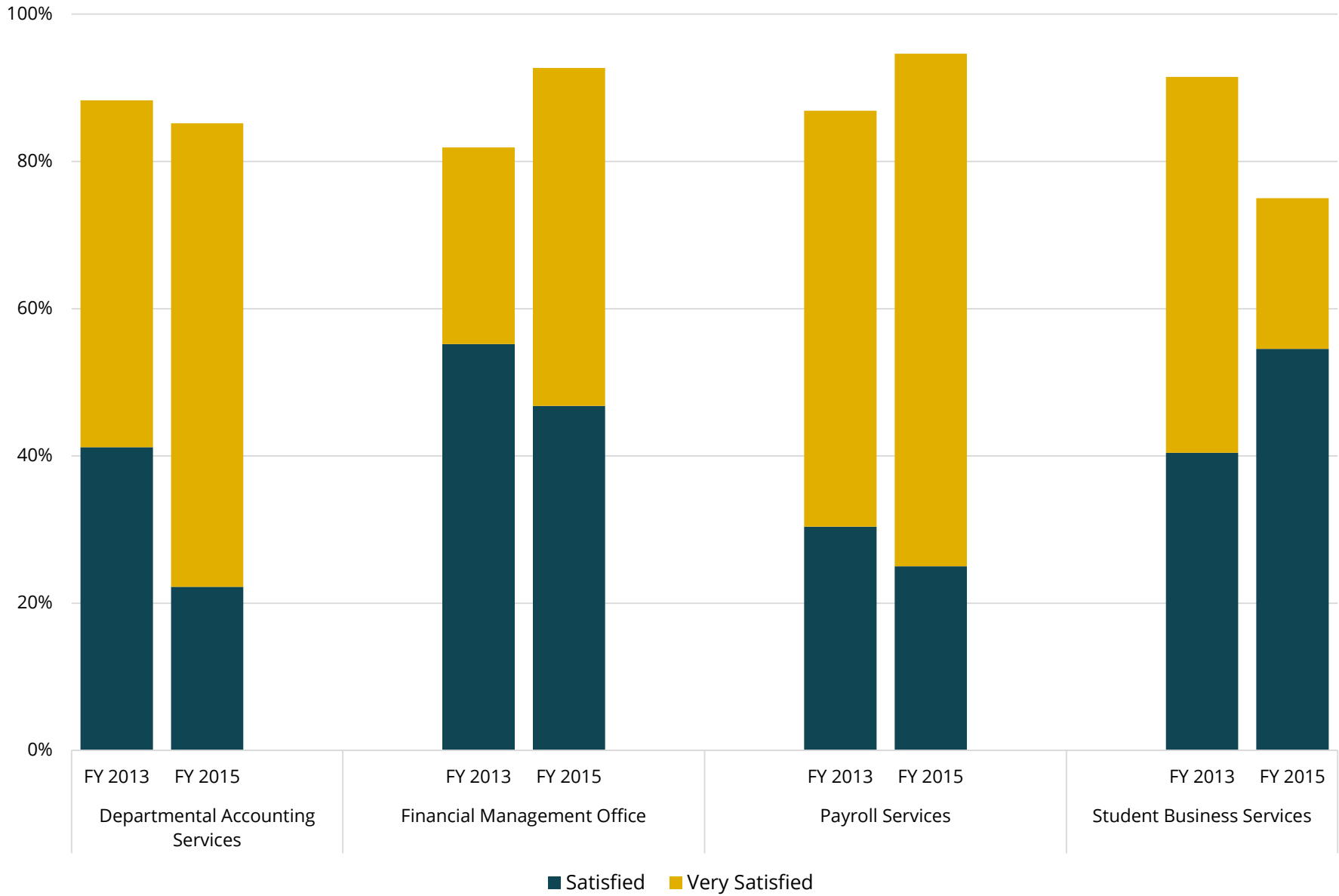
## Accomplishments:

- Departments in the Controller's group have created and expanded shared services initiatives to members across the Texas A&M University System. These initiatives include accounts payable, travel management, vendor setup and maintenance, iPayment system, account reconciliations, payroll services, and payment card compliance. A total of 19 new shared service agreements have been implemented for FY 2016.

- Successfully integrated the Health Science Center business-related functions including Accounts Payable, Travel Management, Banking and Reconciliations, Accounts Receivable, Property Management, and Payroll Services.
- Payroll performance measures:
  - Payroll cost per employee is 52% lower than our peer institutions.
  - Payroll staffing ratio is 640 university employees per Payroll staff member, which is 44% greater than the median of our peer institution group.
  - Payroll has completed shared service agreements with seven other institutions and now provides services for more than 51% of all employees within the Texas A&M University System.
- Student Business Services performance measures:
  - Student Business Services cost per student is 25% lower than our peer institutions.
  - Student Business Services staffing ratio is 2,006 students per Student Business Services staff member, which is 45% greater than the median of our peer institution group.
  - Student Business Services provides services for students at Texas A&M University, Texas A&M University at Galveston, and Texas A&M University Health Science Center. These expanded services have increased the number of student payments processed by over 37% since Fall 2012.
- Jennifer Lightfoot was elected to serve as Vice-President in 2016 and President in 2017 of the Texas Bursars for Universities and Colleges.
- Laura Quirino serves on the American Payroll Association Higher Education Institutions' Best Practice subcommittee of the Strategic Payroll Leadership Task Force.
- Jaqueline Brossman-Ashorn and Nancy Serna presented Student Business Services' new "Online Photo Submission" at the National Association of Campus Card Users in San Francisco, California.

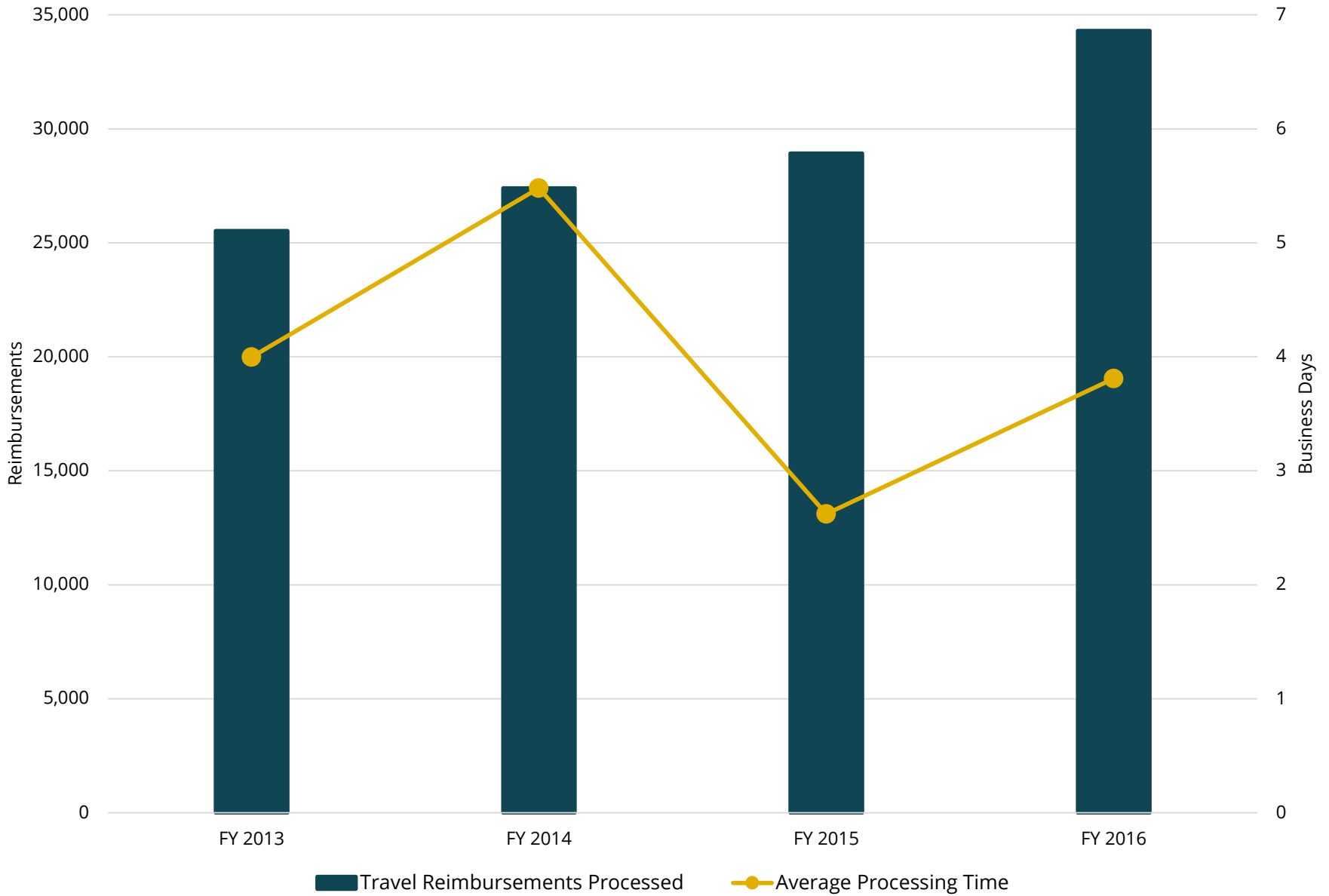
- Jennifer Lightfoot and Amelia Campos presented best practices related to Student Business Services' "Cashless Initiative" at the 2015 Texas Buc\$ Conference in Austin, Texas.
- Preston DuBose presented "Strategies for Overcoming PCI Self Doubt" at the Treasury Institute's PCI Workshop in Savannah, Georgia.
- Edward Zavodny co-presented "Taxation of Common Higher Education Fringe Benefits" at the University of Texas Law School 2016 Higher Education Tax Institute.
- Preston DuBose received certification as a Payment Card Industry Internal Security Assessor.
- Ketra Williams completed her Bachelors of Applied Arts & Sciences in Organizational Leadership from Texas A&M University – Commerce.
- The Division of Finance and Administration's annual Bowling Tournament, planned and hosted by Cheri Graalum, Lisa Rosser, and Tamra Young was recognized by the State Employee Charitable Campaign for being a "Most Creative Fundraising" event.

# Customer Satisfaction



Customer Satisfaction was measured on a five point scale: very satisfied, satisfied, neither satisfied nor dissatisfied, unsatisfied, and very unsatisfied. The survey is conducted biennially. The next survey will be administered in 2017.

# Travel Reimbursements





## Transaction Processing Volume

	FY 2013	FY 2014	FY 2015	FY 2016
<b>Departmental Accounting Services</b>				
Reconciliations and Verifications Prepared	3,382	3,804	3,920	3,812
<b>Financial Management Operations</b>				
Vendor Payments	309,653	325,050	361,444	365,060
eCommerce Transactions Processed	208,328	299,387	369,970	396,931
<b>Payroll Services</b>				
Employee Payroll Actions Processed	42,064	39,836	45,157	57,064
Supplemental Payments Processed	25,357	34,054	33,840	34,441
W-2's Issued	23,243	21,291	25,413	*
<b>Student Business Services</b>				
Student Payments Processed	175,596	201,784	222,246	238,488

\*Not available at the time of publication.



# Annenberg Presidential Conference Center

Led by Marc Chaloupka, Director

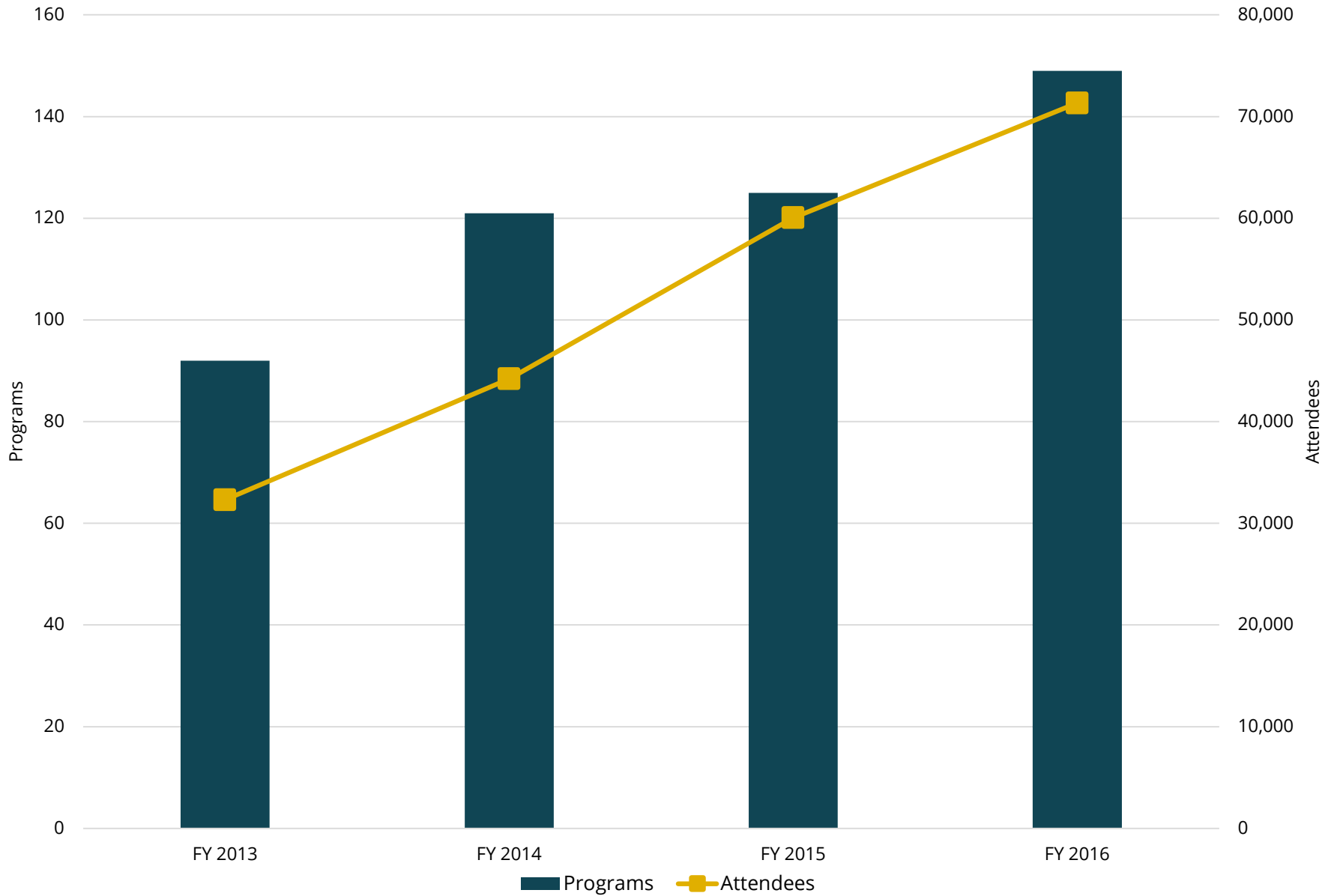
The Annenberg Presidential Conference Center (APCC) is an event facility built to accommodate the George Bush Library Foundation, George Bush Presidential Library, Texas A&M University departments and organizations, and the Texas A&M University System. The facility can host a variety of events such as banquets, lectures, workshops, receptions, and performances.

## **Accomplishments:**

- During FY 2016, the APCC hosted 146 events with audiences ranging from eight to 27,900 in size. Some of the events hosted during the past year include:
  - George Bush Presidential Library Events, including “Night at the Museum Halloween Celebration,” “Annual Presidential Library Easter Egg Roll,” “I Love America Fourth Of July Celebration,” and “Reading Discovery with First Lady Barbara Bush.”
  - The 2015 Huffines Discussion series, including lectures by Dr. Claude Bouchard (Louisiana State University), Reggie Brown (former NFL player), Dr. Anthony Hackney (University of North Carolina), Dr. Larry Kenney (Penn State), Dr. Mindy Millard-Stafford (Georgia Institute of Technology), Dr. P. Darrell Neuffer (East Carolina University), Kevin Spencer (world-renowned illusionist), and Dr. Janice Thompson (University of Birmingham, UK).
  - Tracie McMillan’s (award-winning journalist) discussion of her book *The American Way of Eating: Undercover at Walmart, Applebee’s, Farm Fields, and the Dinner Table* as part of the College of Liberal Arts’ “Common Ground” freshman reading program.

- “National Security and Women’s Insecurity: Why Women Matter in Foreign Policy” with speakers including Gloria Steinem, women’s rights activist; Michele Flournoy, former undersecretary of defense for policy and co-founder/CEO of the Center for New American Security; Donald Steinberg, president and CEO of World Learning; and Dr. Sima Samar, head of the Afghan Independent Human Rights Commission.
- “Unbranded” documentary screening, with speakers Ben Masters, Thomas Glover, Ben Thamer, Johnny Fitzsimons, and Val Geissler.

# Annenberg Presidential Conference Center Programs



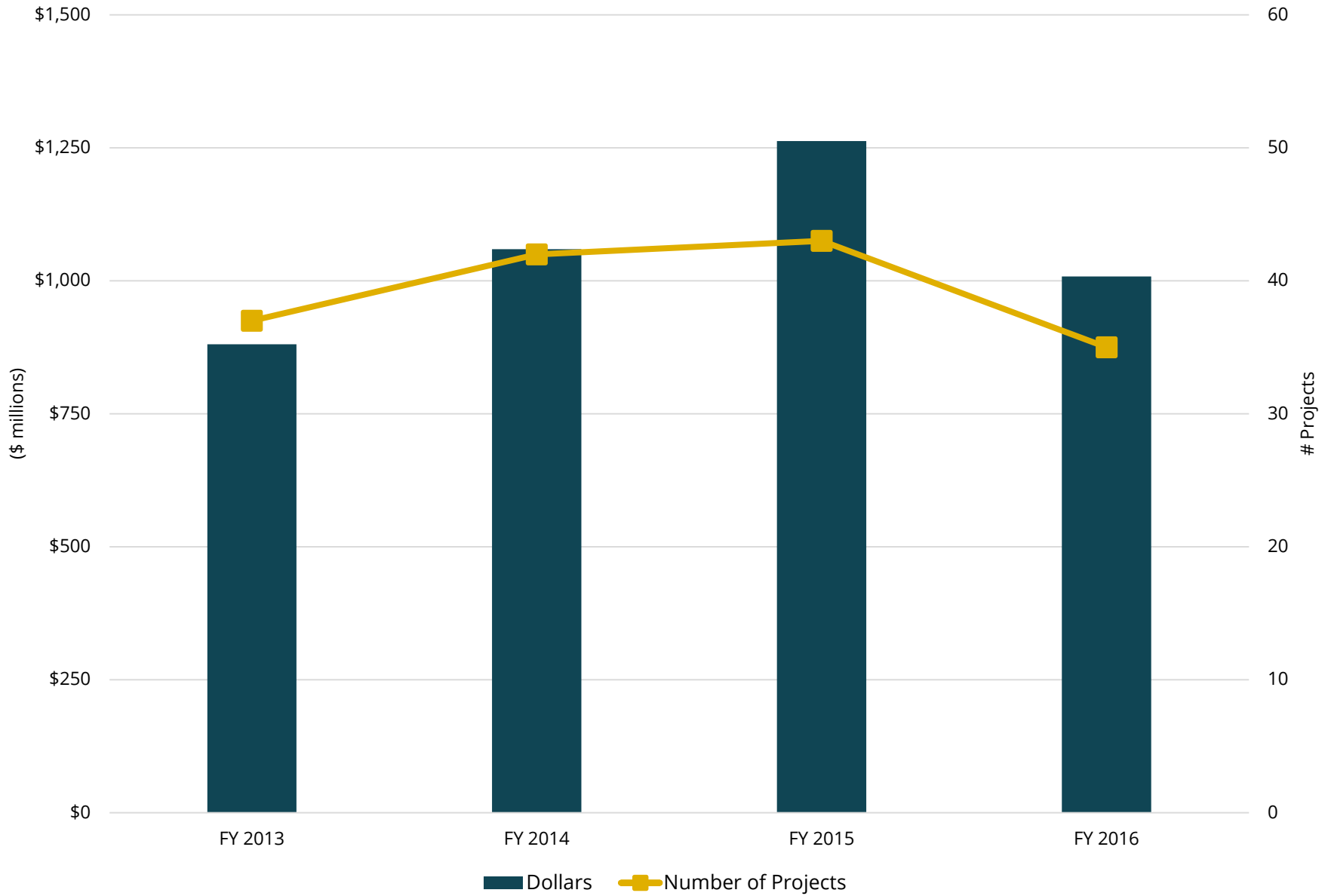
# Budget and Planning

Led by Deborah Wright, Associate Vice President

The Office of Budget and Planning is responsible for:

- Coordinating the preparation of the annual operating budget for Texas A&M University.
- Preparing the biennial Legislative Appropriation Request.
- Preparing federal, state, and University system reports.
- Developing and overseeing the University's facilities capital plan.
- Analyzing the financial impact of tuition and fee rates.
- Monitoring current and future sources and uses of funds to ensure sufficient funding for strategic University priorities.

# Capital Projects



# Business Services

Led by Rex Janne, Assistant Vice President and University Contracts Officer

## Departments/Units:

- **Procurement Services** acquires quality goods and services at the best value for the University community.
- **Contract Administration** executes and administers contracts on behalf of Texas A&M University.
- **Logistics Services** manages mail services, surplus property, and central receiving.

## Accomplishments:

- University Mail Services successfully deployed a self-service kiosk located in the MSC and is evaluating the feasibility of additional kiosk(s) located strategically across campus to assist customers.
- The Surplus Property office generated over \$550,000 in FY 2016 in university-wide surplus sales, much of which is returned to departments for strategic initiatives.
- University Mail Services increased the percentage of postage saved from 14.2% to 15.1%, representing a total savings of \$167,885 in FY 2016 through U.S. Postal Service presort discounts, e-certified discounts, and commercial pricing discounts.
- The procurement and contract administration functions within the Texas A&M Health Science Center were recently integrated into Texas A&M University's departments of Procurement Services and Contract Administration.

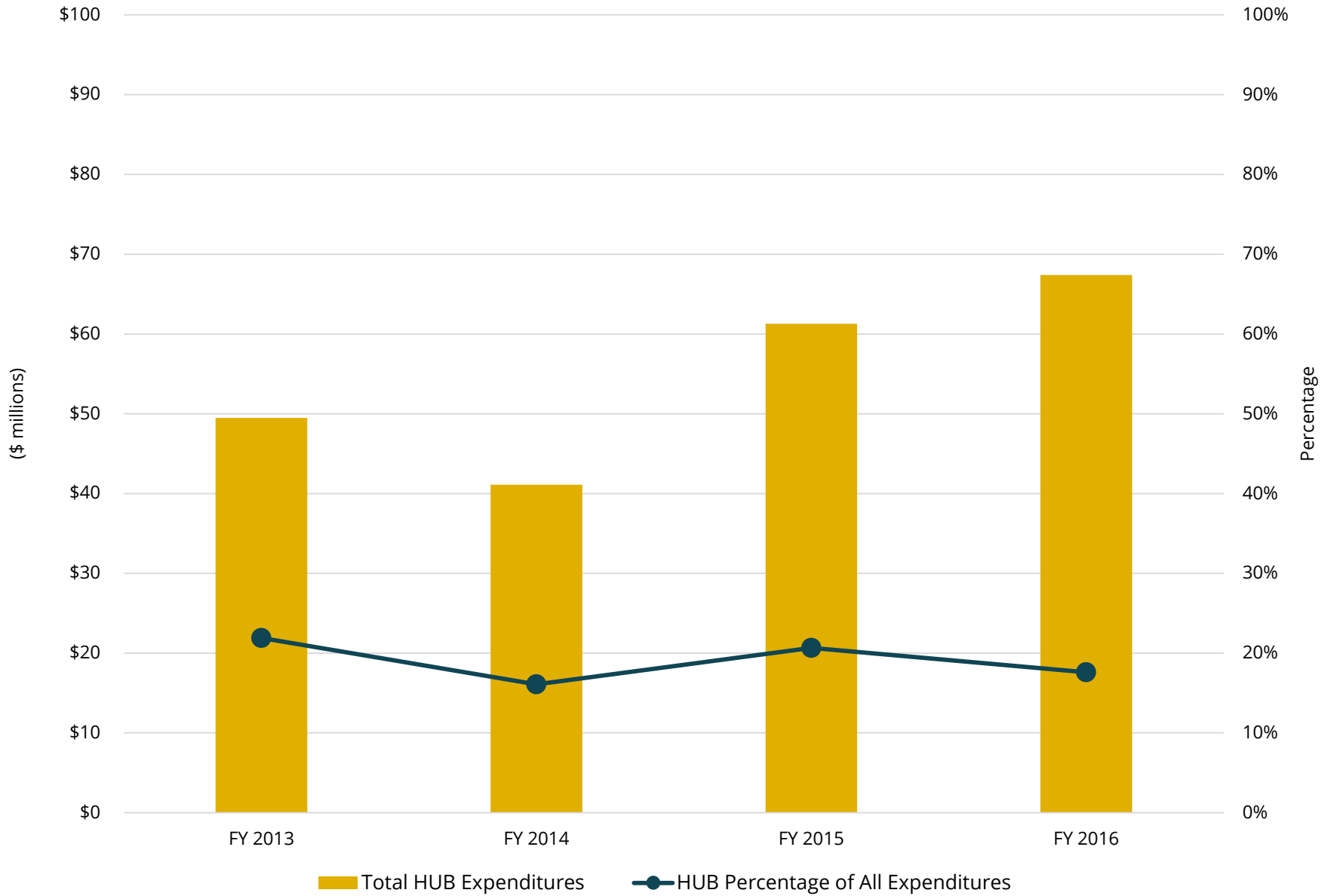
<b>Activity</b>				
	FY 2013	FY 2014	FY 2015	FY 2016
<b>Procurement Services</b>				
Purchase Transactions	2,603	2,537	2,474	2,386
Transaction Dollars	\$122,144,498	\$175,315,662	\$160,083,589	\$201,053,011
<b>Contract Administration</b>				
Contracts	1,549	1,724	1,752	1,611
Contract Dollars	\$119,137,359	\$120,213,313	\$106,576,545	\$110,742,340
<b>Logistics Services</b>				
Gross Proceeds from Surplus Property Auctions	*\$970,148	\$769,890	\$617,015	\$497,050

\*This auction included several large specialty items and vehicles not typically included in the annual auction process.

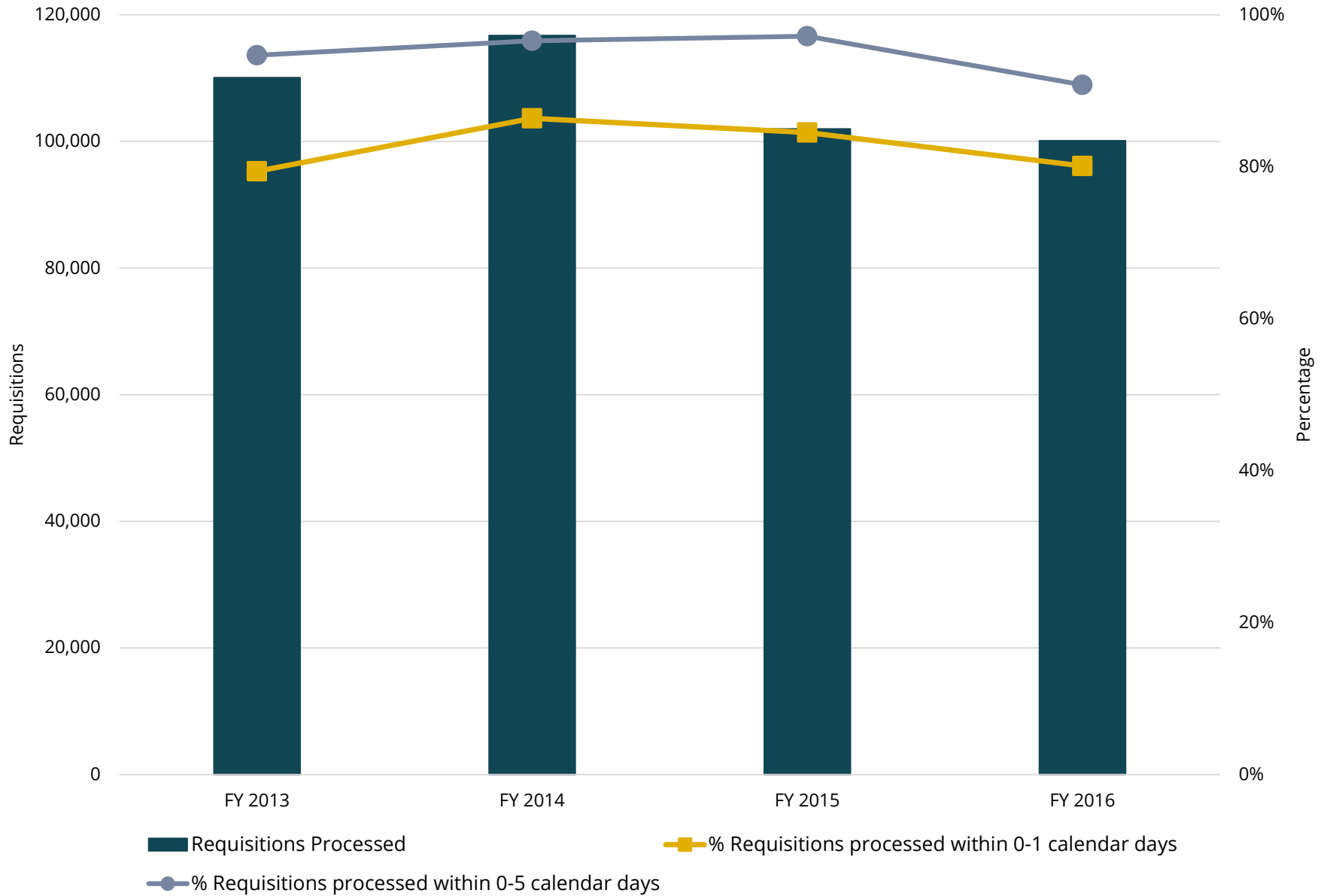




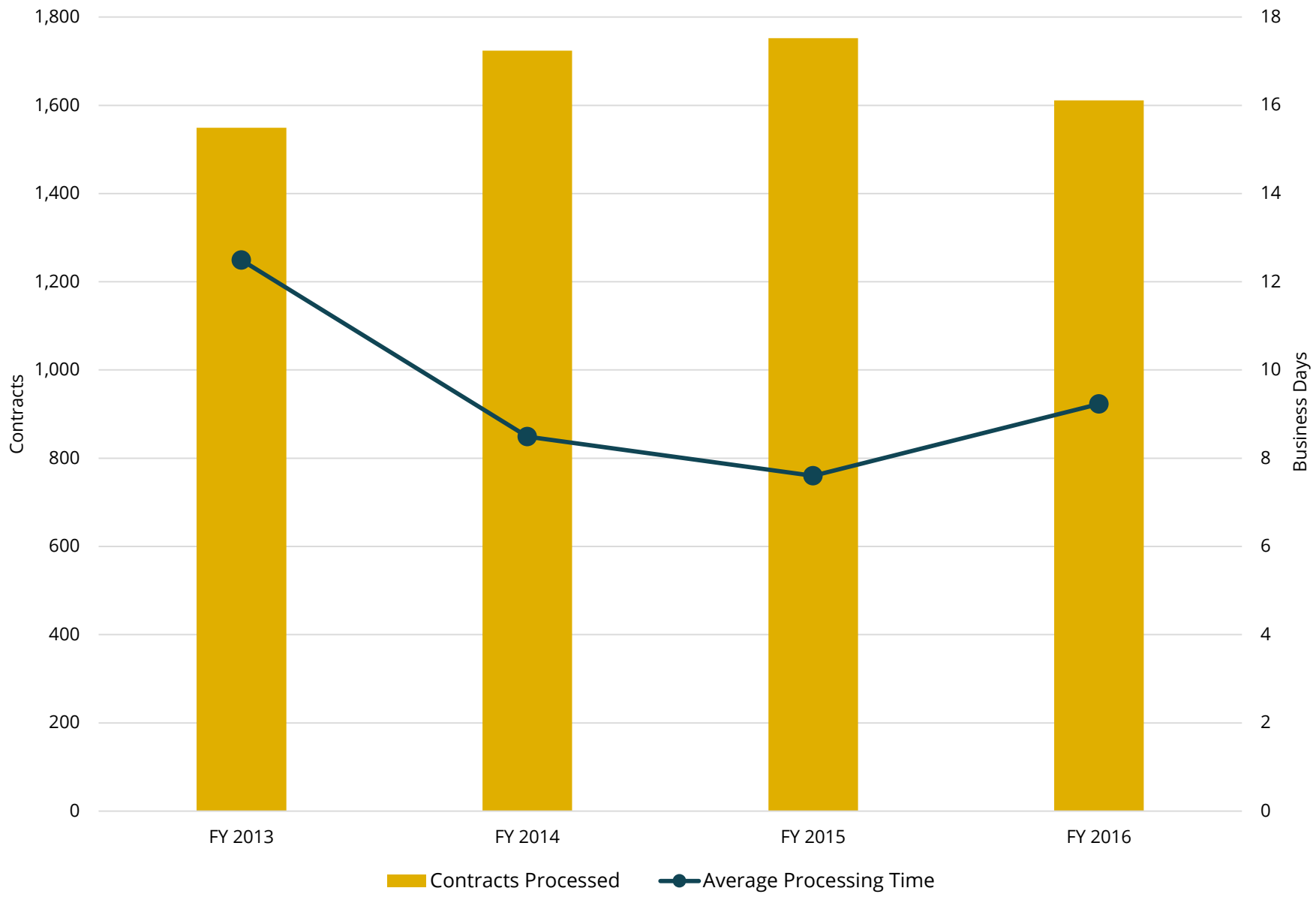
# Historically Underutilized Business (HUB) Expenditures



# Requisition Processing



# Contract Processing



# Facilities and Operations

Led by Jane Schneider, Associate Vice President

## Departments/Units:

- The **Office of the University Architect** provides leadership, vision, and professional guidance in the planning, design, and construction of the campus built environment.
- **Utilities and Energy Services** produces, delivers, and manages utilities and energy serving 24 million gross square feet on the Texas A&M University campus. Other services provided include project review and management, solid waste and recycling management, domestic water production and delivery, and operation of two wastewater treatment facilities.
- **Facilities and Dining Administration** is responsible for administering the maintenance, landscape, custodial, and dining contracts for the campus services outsourced to Compass Group in 2012.
- The **Office of Facilities Coordination** provides and analyzes facilities and land use information to support the decision and planning processes of Texas A&M University and its constituencies.
- The **Office of Sustainability** informs the campus and local community about the importance of sustainability by promoting sustainable practices both on- and off-campus in academic and non-academic settings.

## Accomplishments:

- The Campus Master Plan Update (co-chaired by Lilia Gonzales, University Architect) is in progress and is focused on the following elements: Campus Development Plan (physical planning), Mobility and Safety, Sustainability and Wellness, Conservation and Heritage, Wayfinding and Signage, and Campus Guidelines. The anticipated completion is Spring 2017.
- During FY 2016, the following major facility construction/renovation projects were in the planning or construction phases: College of Veterinary Medicine and Biological Sciences Education Building, Engineering Education Complex, Student Recreation Center Expansion, Commons Building Renovation and Expansion, Corps Dorm Renovation, Human Clinical Research Center, Animal Industries Renovation, Texas Veterinary Medical Diagnostic Laboratory, Biocontainment Research Facility, Commissary Building Renovation, Electrical Sub-Station (Research Park), Track and Field Stadium, and Softball Stadium.
- SSC Grounds has partnered with the Texas A&M University Student Geography Club to map, via GIS, all exterior trash containers on campus, enabling students to participate in a high-impact learning experience.
- Bill Cox achieved certification as a Certified Auxiliary Services Professional through the National Association of College Auxiliary Services.
- Bill Cox and Valerie Hadley presented “Win/Win: Outsourcing and Campus Custodial Operation” at the National Association of College Auxiliary Services South Regional Conference in Orlando, Florida.
- The Office of the University Architect, the Office of Facilities Coordination, and Facilities and Dining Administration collaborated to establish a modular building complex on west campus to relocate 46,000 square feet of office and meeting space for the departments that were housed in Cain Hall.
- Ben Kalscheur presented “The State of Race: Searching for Justice in America & Sustainability” at the Texas Regional Alliance for Campus Sustainability in South Padre Island, Texas.

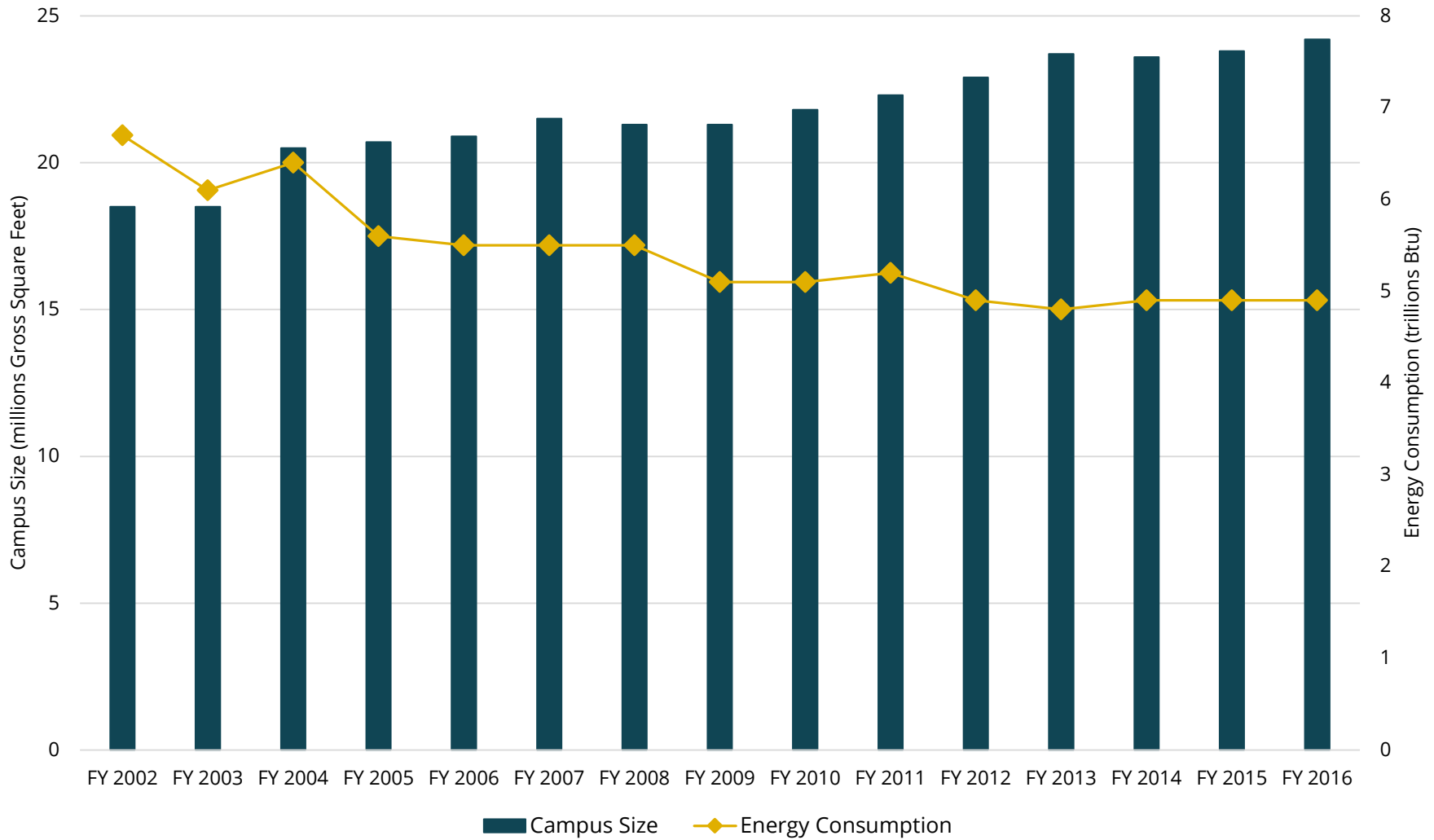
- Kelly Wellman and Ben Kalscheur presented “Sustainability Success is Written in the STARS” at the Association for the Advancement of Sustainability in Higher Education Conference in Minneapolis, Minnesota and at the Texas Regional Alliance for Campus Sustainability in South Padre Island, Texas.

### **Awards and Honors:**

- Texas A&M University was recognized by the Association for the Advancement of Sustainability in Higher Education as a “Top Performer” in the Campus Engagement section of the Sustainability Tracking, Assessment, & Rating System.
- Texas A&M University Dining received the Chartwells Regional “Five Jewel Award” for Best Practices in Diversity and Inclusion in the South Central Region.
- Under the leadership of Utilities and Energy Services, two buildings (the General Services Complex and the Agricultural and Life Sciences Building) have received ENERGY STAR Certificates for the second year. In order to be certified, a facility must perform superior to 75% of similar buildings nationwide on several criteria, including energy consumption and building operations.
- Texas A&M University’s Energy Service Company Project Team was the overall winner in the Environmental Protection Agency’s National Building Competition “2015 Battle of the Buildings” in energy efficiency (out of 125 submissions). This was based on improvements in energy efficiency of over 35%, reduction of Greenhouse Gas Emissions by 1,726 million metric tons of carbon dioxide equivalent, and annual cost savings of greater than \$548,900.

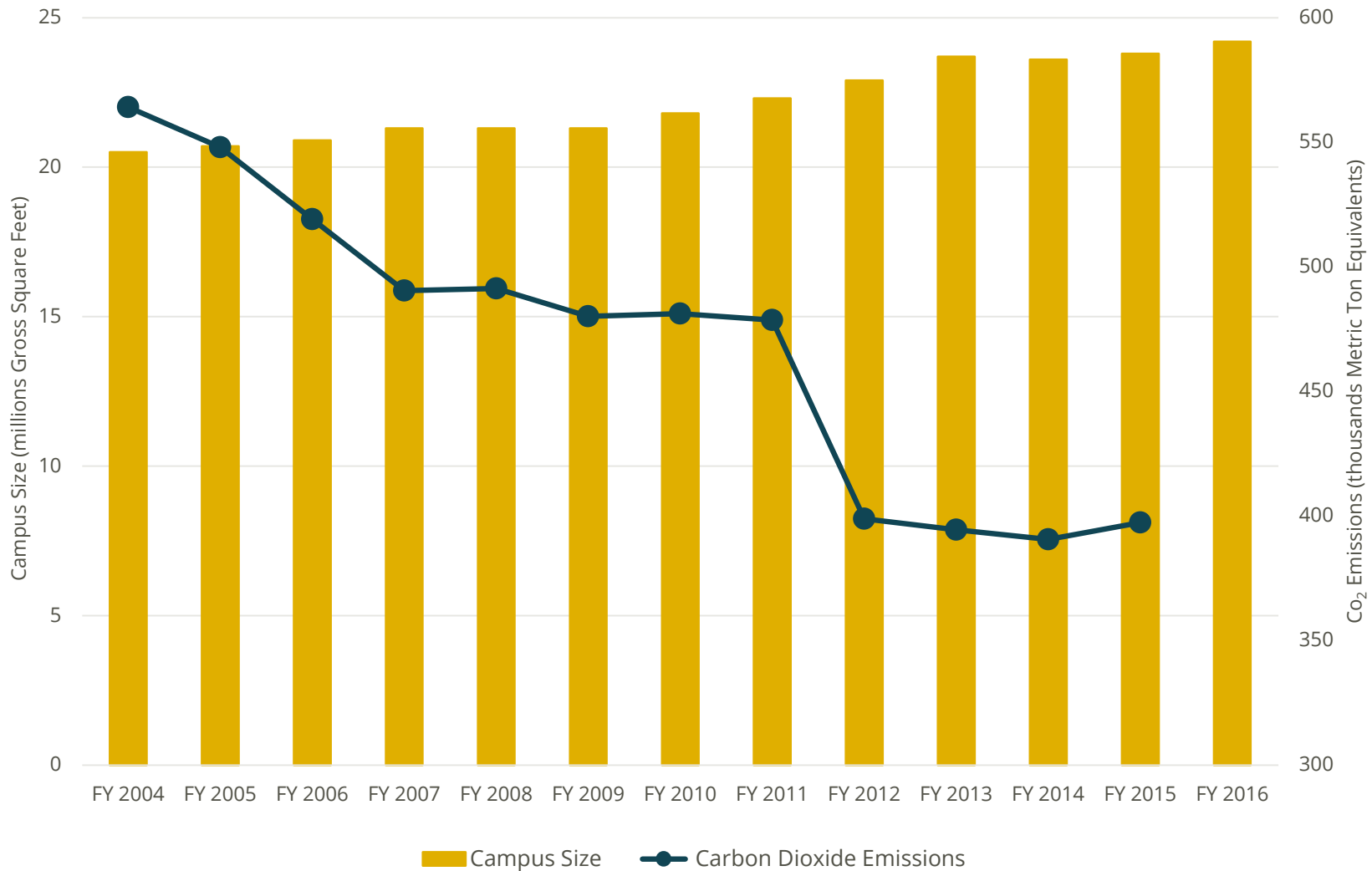
# Utilities and Energy Services

## Energy Consumption



# Utilities and Energy Services

## Greenhouse Gas Emissions



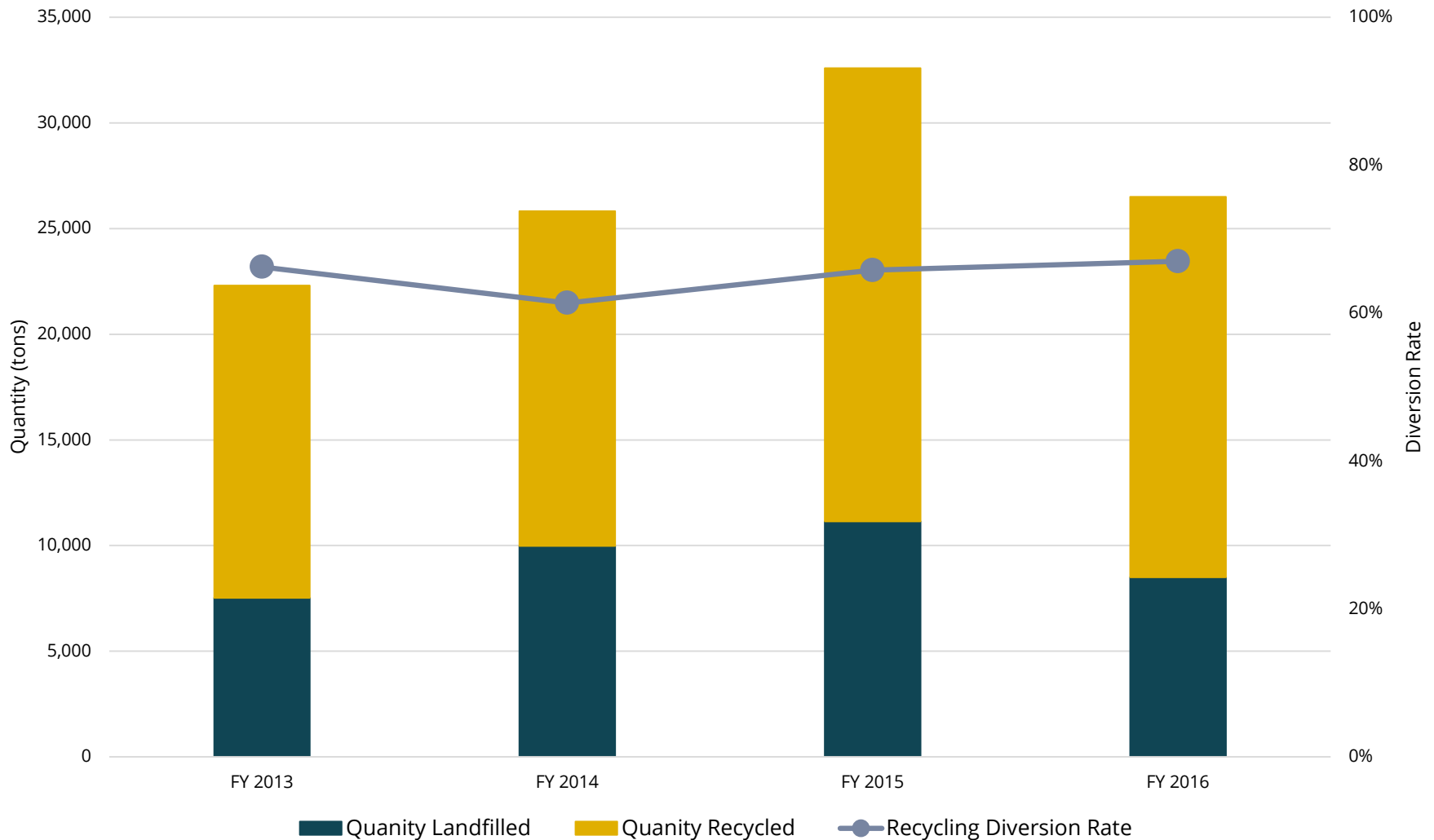
FY 2016 CO<sub>2</sub> Emissions data not available at the time of publication.





# Utilities and Energy Services

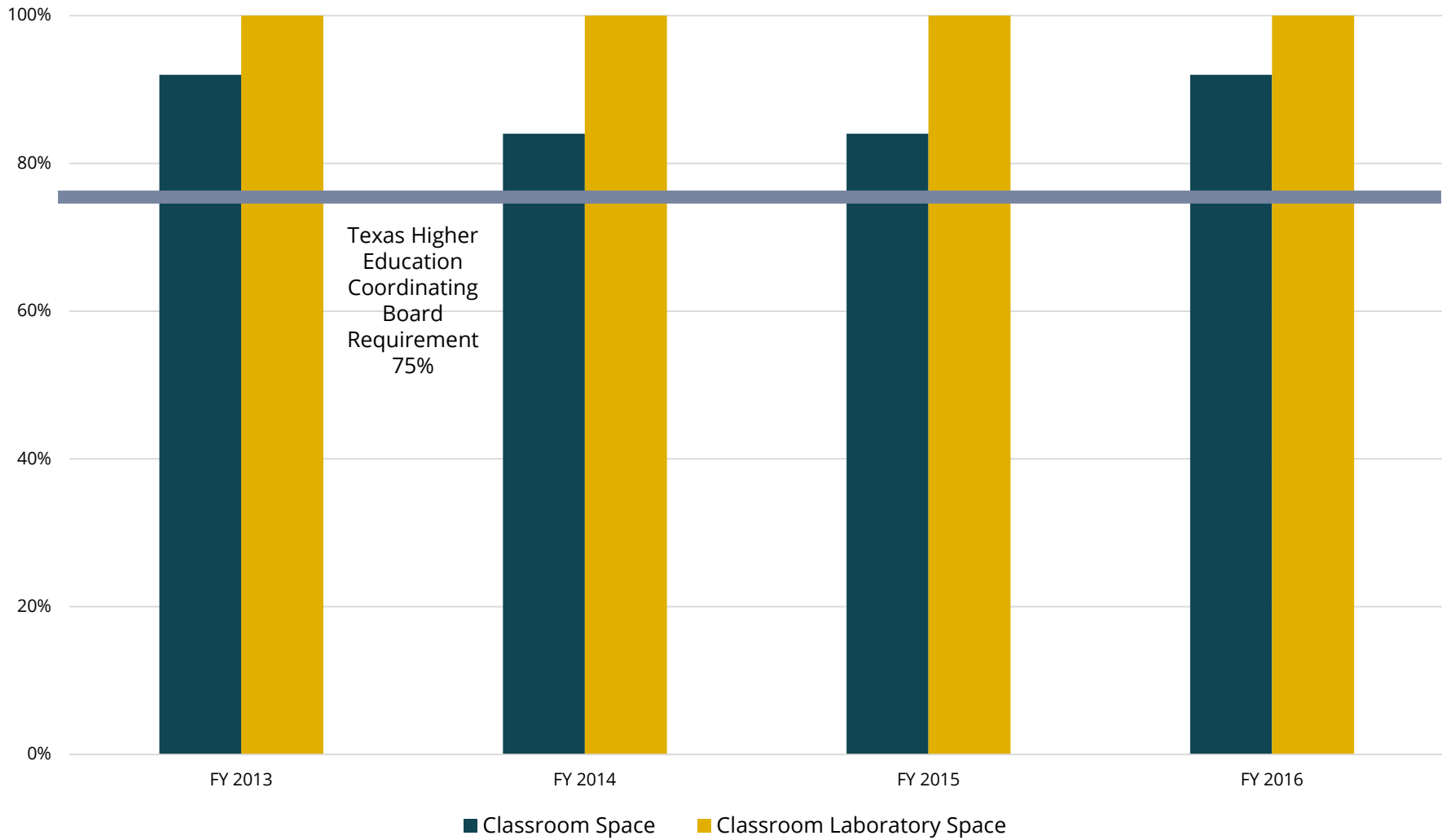
## Recycling Activity



Recycled materials include waste such as paper, plastic, glass, cardboard, and aluminum; construction and demolition debris such as concrete, wood, metal and sheetrock, glass; and organic materials such as brush/limb clippings, manure, lab animal bedding, and food waste.

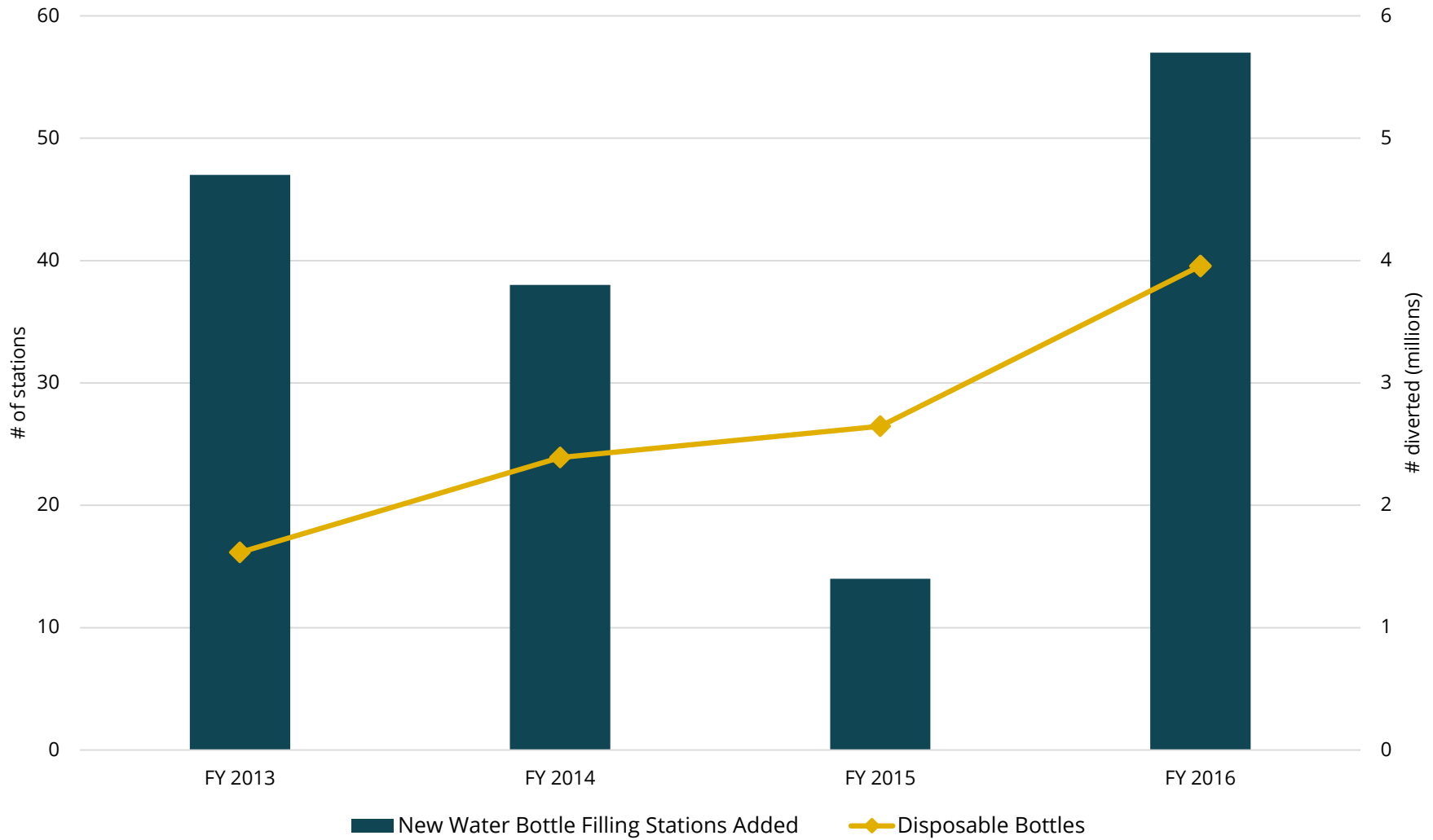
# Facilities Coordination

## Space Use Efficiency Score



# Office of Sustainability

## Water Bottle Filling Stations and Water Bottles Diverted



# IT Services

Led by Andy Bland, Executive Director

## **IT Services:**

- Plans, implements, and administers the computing environment within the Division.
- Reviews developmental needs and designs, implements, and supports both internal and third-party applications and web services.
- Develops and implements reporting data for management analysis.

## **Accomplishments:**

- Enhanced the on-line Photo Submission application for Student Business Services to include the ability for all students, faculty, and staff to submit a photo (or replacement photo) for the creation of their TAMU ID Card (previously this was only available to incoming freshmen).
- Developed a new application for Procurement Services to upload and host bid information that is available via the web for public access. This application is a repository for all HUB procurement activity and enables the University to have a single data collection point for all contract information and documents to be reported to the Legislative Budget Board.

# Safety and Security

Led by Christopher Meyer, Associate Vice President

## Departments/Units:

- **Building Access** oversees both key control and card access systems.

- **Environmental Health and Safety (EHS)** oversees:

### Environmental Services

- Asbestos
- Chemical Waste
- Environmental Management
- Hazardous Materials Shipping
- Indoor Air Quality

### Safety Services

- Agricultural Safety
- Emergency Management
- Engineering Safety
- Fire and Life Safety
- Laboratory Safety
- Occupational Safety
- Radiological Safety

### Health Services

- Automated External Defibrillators
- Ergonomics
- Food Safety
- Hearing Conservation
- Industrial Hygiene
- Occupational Health
- Respiratory Protection

- The **University Police Department (UPD)** provides public safety through field operations including crime prevention, criminal investigations, patrol, security, special operations, and victim advocacy.
- **Emergency Management** oversees university efforts in emergency planning and preparedness including the continuity of operations.

## **Accomplishments:**

- Environmental Health and Safety
  - Supported five academic internships from two colleges: Texas A&M Health Science Center School of Public Health and the College of Agriculture and Life Sciences
  - Performed annual maintenance on 187 Automated External Defibrillators device across Brazos County; one on these devices was used to successfully resuscitate a staff member.
  - Hosted Department of Transportation training for Texas A&M University and Texas A&M University System personnel on compliance with Department of Transportation requirements for shipping hazardous materials.
  - Hosted Laboratory Safety Institute's 24-hour Laboratory Safety Training for 42 Texas A&M University and Texas A&M University System personnel.
- University Police Department
  - Initiated an explosive detection K-9 Unit consisting of two police handler/police canine teams.

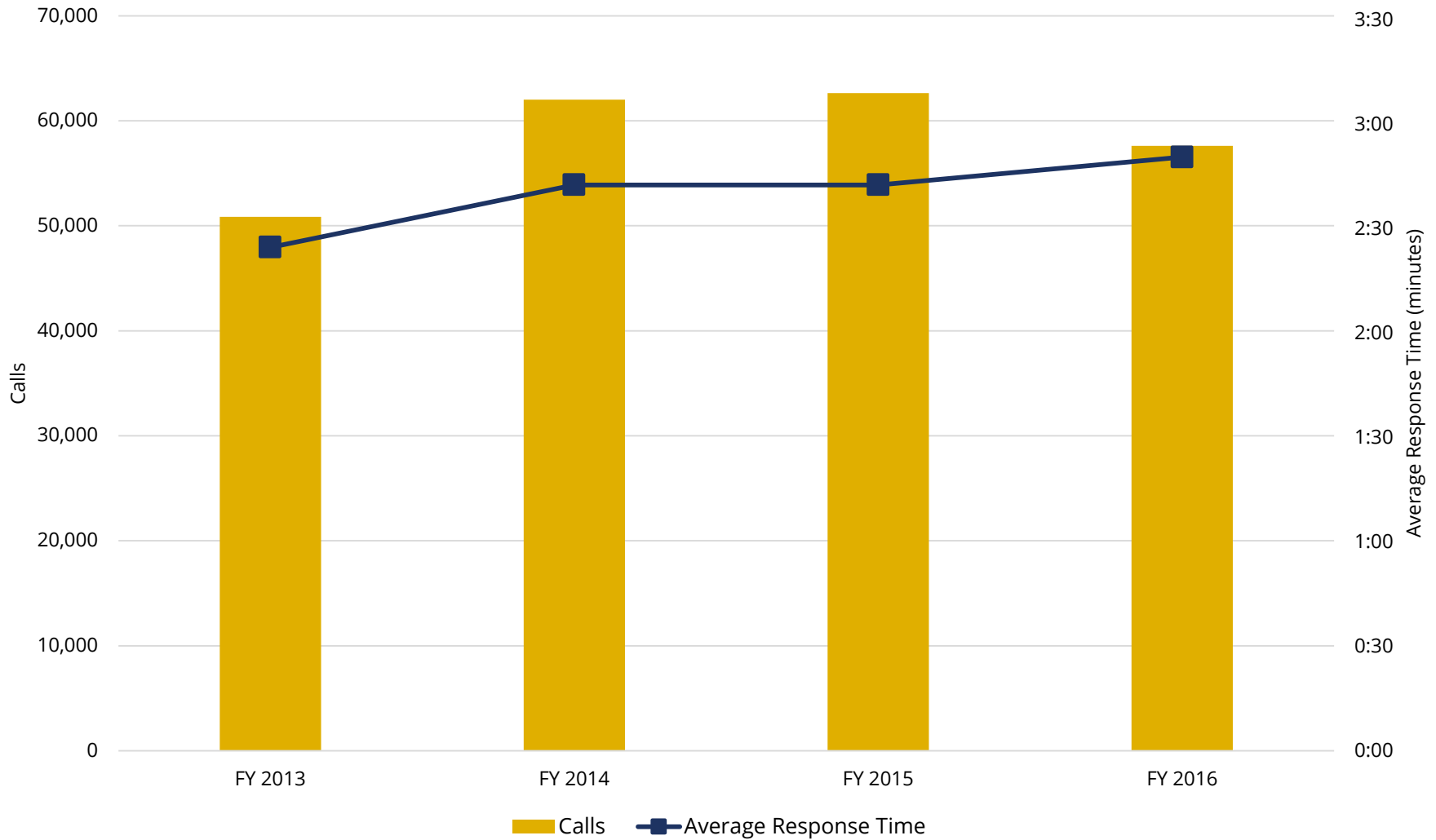
## **Awards and Honors:**

- Environmental Health and Safety received a certificate of appreciation from the Department of Energy for Excellence in Nuclear Materials Management and Safeguards System.
- University Police Department received \$6,000 in grants for participation in the state's Memorial Day "Click-It-Or-Ticket" and Labor Day "Impaired Driving Mobilization" programs.
- University Police Department received a "National Night Out 2015 Award" from the National Association of Town Watch in the Colleges/Universities division.
- Chief of Police J. Michael Ragan was selected as the Outstanding Crime Prevention Manager – Specialized Agency for the State of Texas by the Texas Crime Prevention Association.

- Master Police Officer/Crime Prevention Specialist Kristi Hosea received the Texas A&M University Division of Student Affairs “John J. Koldus Faculty and Staff Achievement Award” for her service to the student body.
- Master Police Officer/Crime Prevention Specialist Dee Donovan was recognized as the Outstanding Crime Prevention Specialist - Specialized Agency by the Central Texas Crime Prevention Association.
- Senior Police Officer Garret Hudson received a local Mothers Against Drunk Driving award.

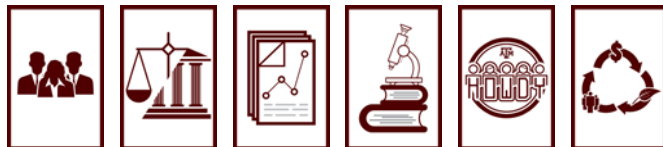
# University Police Department

## Service Calls





<b>Activity</b>				
	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>
<b>University Police Department</b>				
Community Policing Interactions	437	420	422	414
Crime Prevention Programs	205	209	202	272
Child Safety Seat Installations	88	61	52	65
Average Hours of Instruction Per Officer	101	133	107	137
<b>Environmental Health &amp; Safety</b>				
Labs Inspected	3,802	3,934	3,491	3,273
Residence Halls Inspected	578	490	617	505



# Transportation Services

Led by Peter Lange, Associate Vice President

Transportation Services provides fleet, parking, and transit services to the Texas A&M University community.

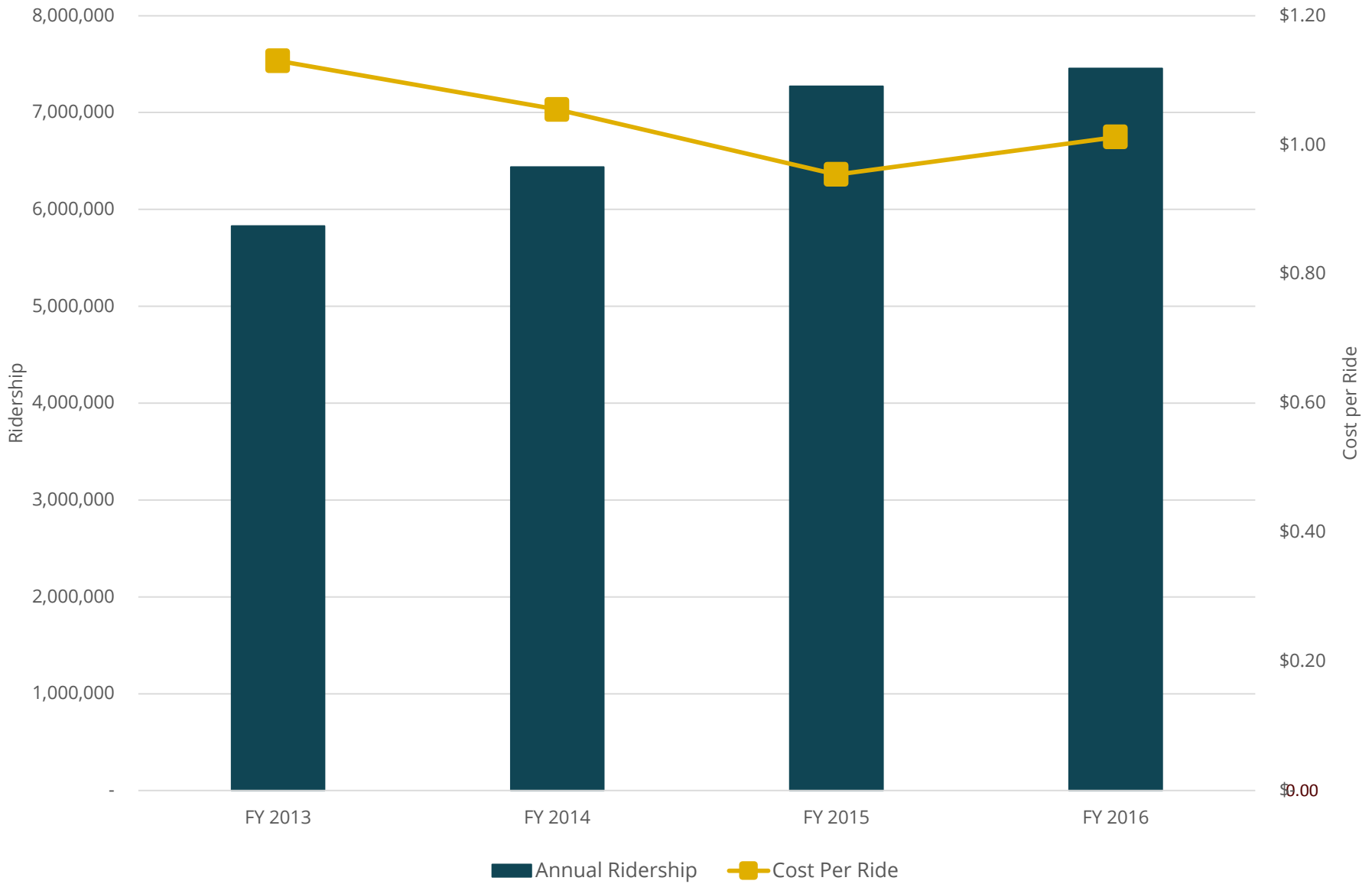
## **Accomplishments:**

- Added eight remanufactured buses to its fleet as well as re-manufacturing four existing buses; the current fleet consists of 96 buses, compared to 88 in FY 2015.
- Increased service hours by over 8% (from 128,477 in FY 2015 to 139,286 in FY 2016).
- Opened the Cain Garage for weekend events on September 3, 2016 and for normal use on October 10, 2016. This garage has 1,434 spaces and boasts the first lighted LED guidance system on a university campus.
- Constructed Lot 58, adding 420 surface parking spaces and full hook up locations for 88 RVs to the parking inventory.
- Modified the Ross/Bizzell intersection by reconstructing Lot 54, realigning the intersection of Ross and Bizzell Streets with the entrance to Lot 54, and adding innovative bike protection turns to improve the overall function and flow of the area.
- Initiated a bus shop expansion at the Service Center, which will provide an additional four bus bays to meet the needs of an expanding Transit Service as well as allow room for in house refurbishment of buses. The expansion is anticipated to be completed during Fall 2016.

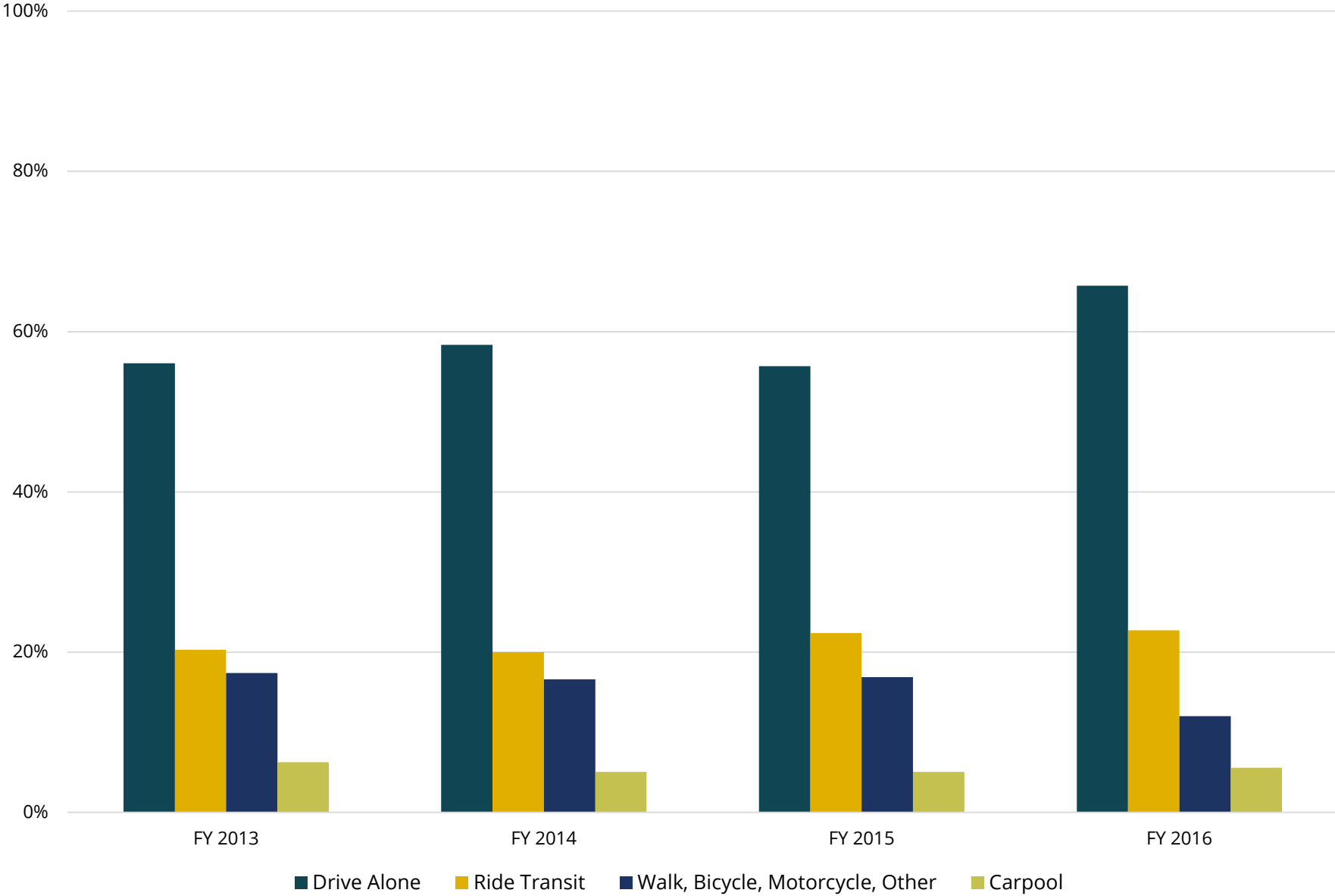
## Awards and Honors:

- Ron Steedly, Alternative Transportation Manager, was honored with the “Bob Owens Transportation Demand Management Champions Award” by the Association for Commuter Transportation.
- Transportation Services Department’s Alternative Transportation was responsible for earning Texas A&M the distinction of “Bicycle Friendly University” (Bronze Level) from the League of American Bicyclists.
- Joel Luce and Anthony “Gregg” Stuenkel were each honored with the “College Station Citizen Award” (for rescuing a driver from a burning vehicle).
- The Alternative Transportation Division was honored with the 2016 Association for Commuter Transportation’s “Marketing and Community Outreach Award” for the successful implementation of the department-sponsored “Wheeler Wednesday” program, which provides free bicycle checkups and information on bicycle repair.

# Transit Ridership



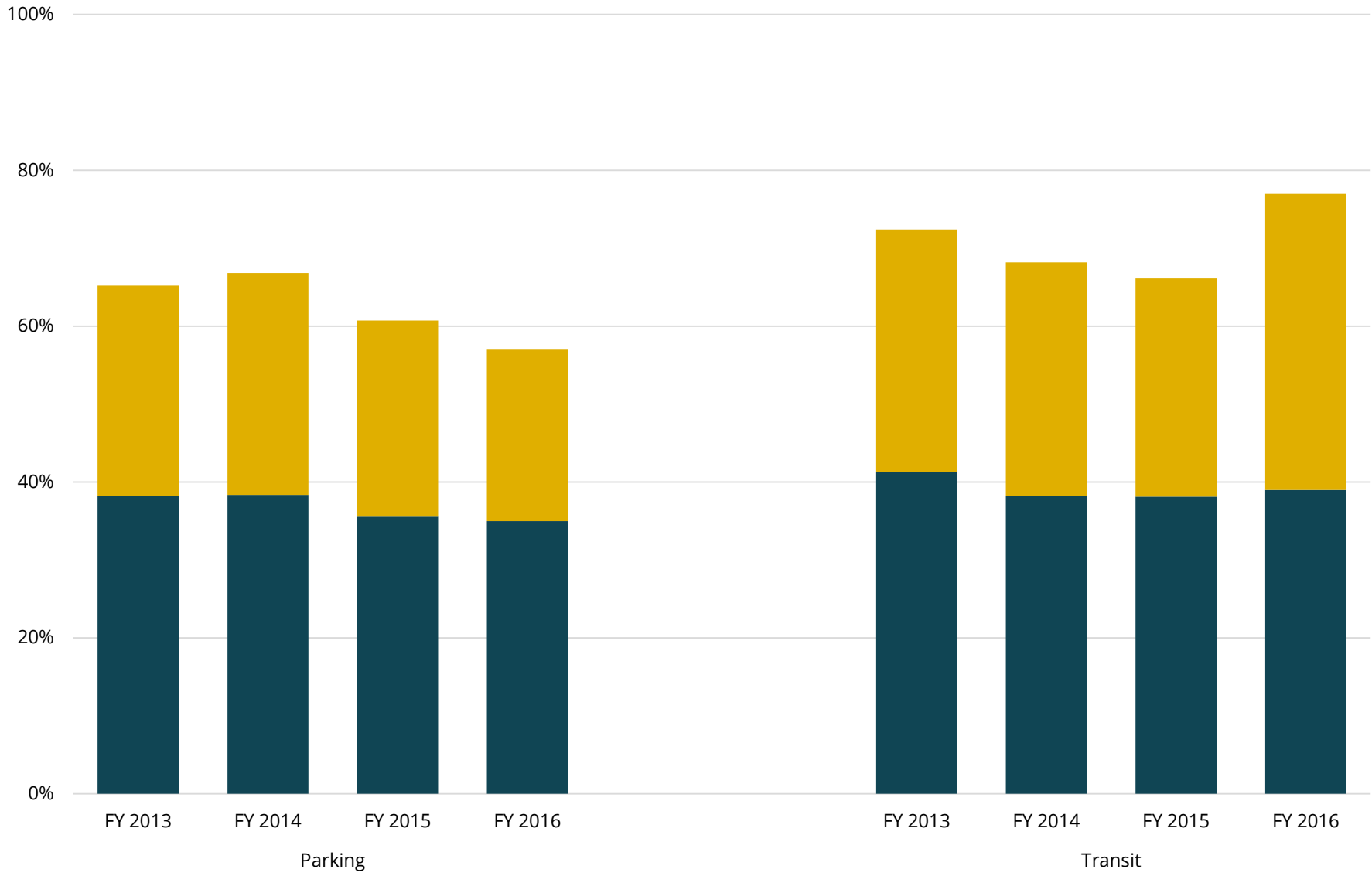
# Mode of Transportation to Campus



Percentages reflect faculty, students, and staff.



# Customer Satisfaction



■ Somewhat Satisfied   ■ Very Satisfied



Customer Satisfaction was measured on a five point scale: very satisfied, somewhat satisfied, neither satisfied nor dissatisfied, somewhat dissatisfied, and very dissatisfied.

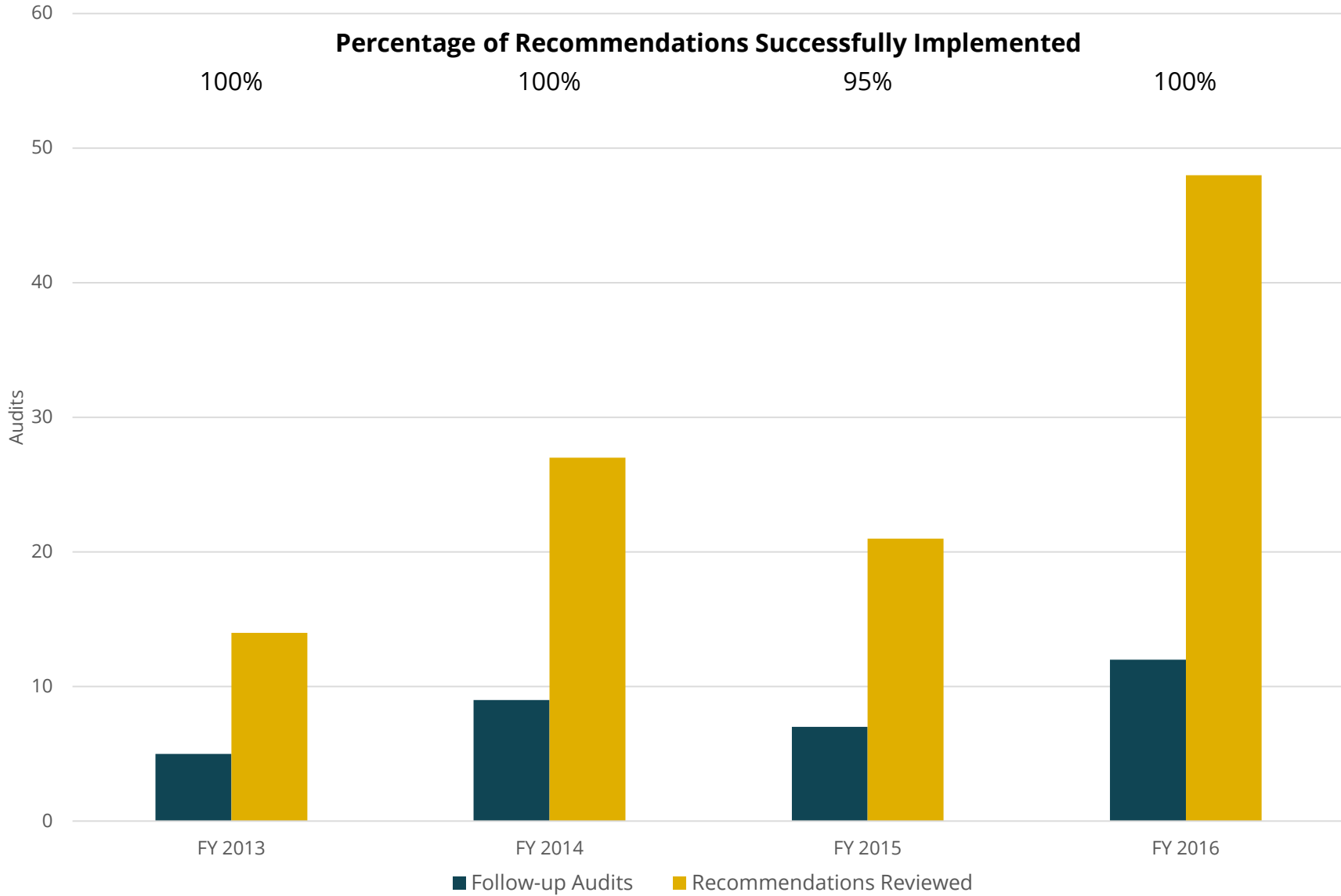
# University Risk and Compliance

Led by Margaret (Peggy) B. Zapalac, Associate Vice President and Compliance Officer

University Risk and Compliance provides university-wide leadership and services that strengthen accountability, mitigate significant risks, and reduce the consequences of non-compliance with federal and state laws.

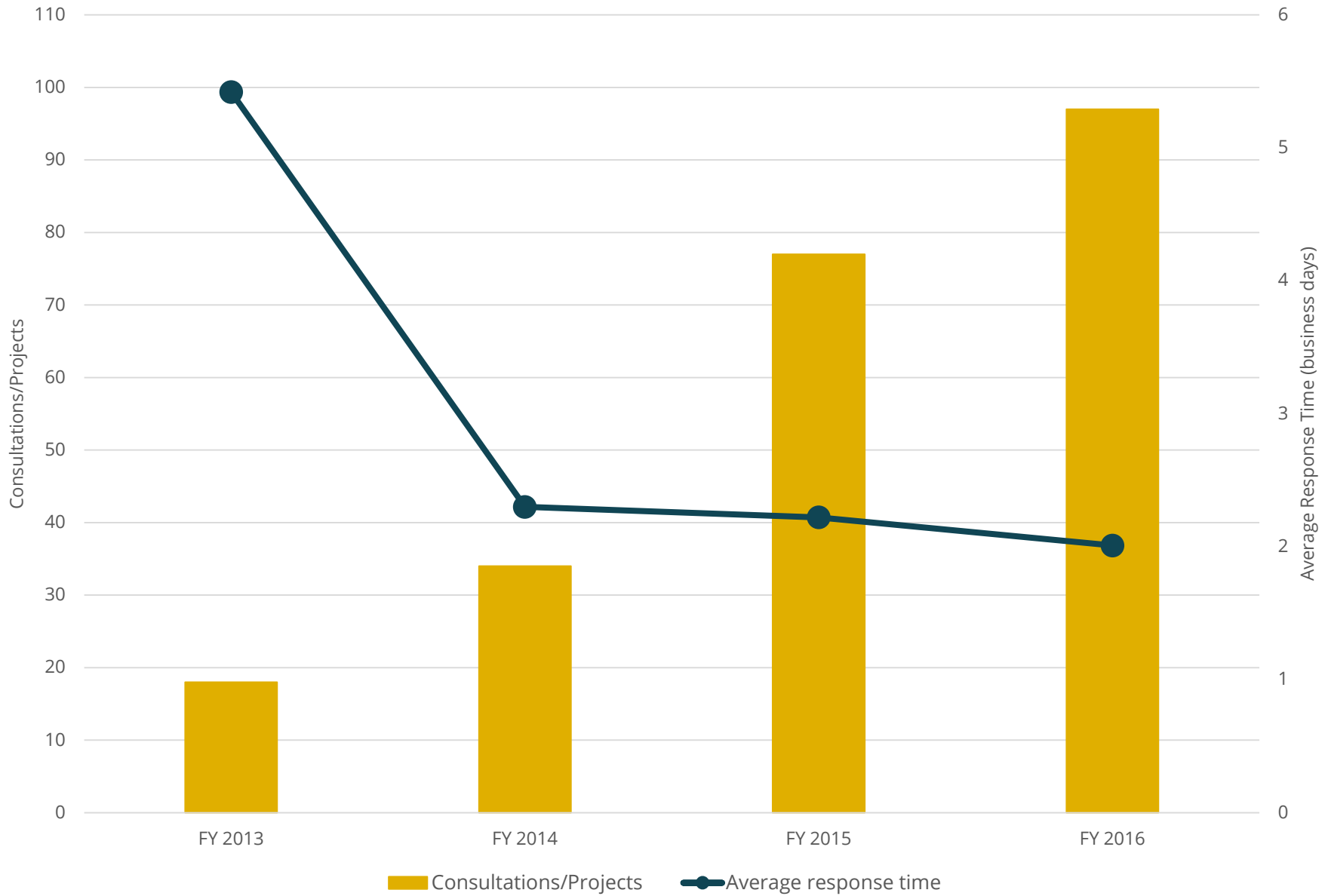
- Leads enterprise risk management process by identifying risks and risk mitigation strategies for Texas A&M University and units within Texas A&M University.
- Coordinates compliance for several Federal reports (Annual Security Report, Annual Fire Safety Report, and Biennial Drug Free Schools and Communities Act Report).
- Provides training and information relating to compliance and risk management issues.
- Leads several university-wide committees (e.g., University Compliance Committee, Title IX Committee, and Drug Free Schools and Communities Act Committee).
- Office of Open Records coordinates compliance with the Texas Public Information Act.
- Coordinates the university-wide process to promptly and effectively respond to potential Title IX and Violence Against Women Act related incidents.

# Internal Audit Activity





# Consultations and Projects



Response time for providing advisory/consultative services to University colleges/departments, and others (includes review and research phase and advice formulation).

## Activities

	FY 2013	FY 2014	FY 2015	FY 2016
ADA Inquiries	21	25	27	24
Hotline Reports	*	38	77	85
Rules, SAPs, Policies, and Regulations	184	99	108	94
Title IX Reports	99	100	178	213
Open Records Requests**	-	765	792	868



\*URC became the University's contact for the Hotline effective January 2014.

\*\*Does not include routine student directory requests.