

The Richard Stockton College of New Jersey



Division of
Administration & Finance

2013

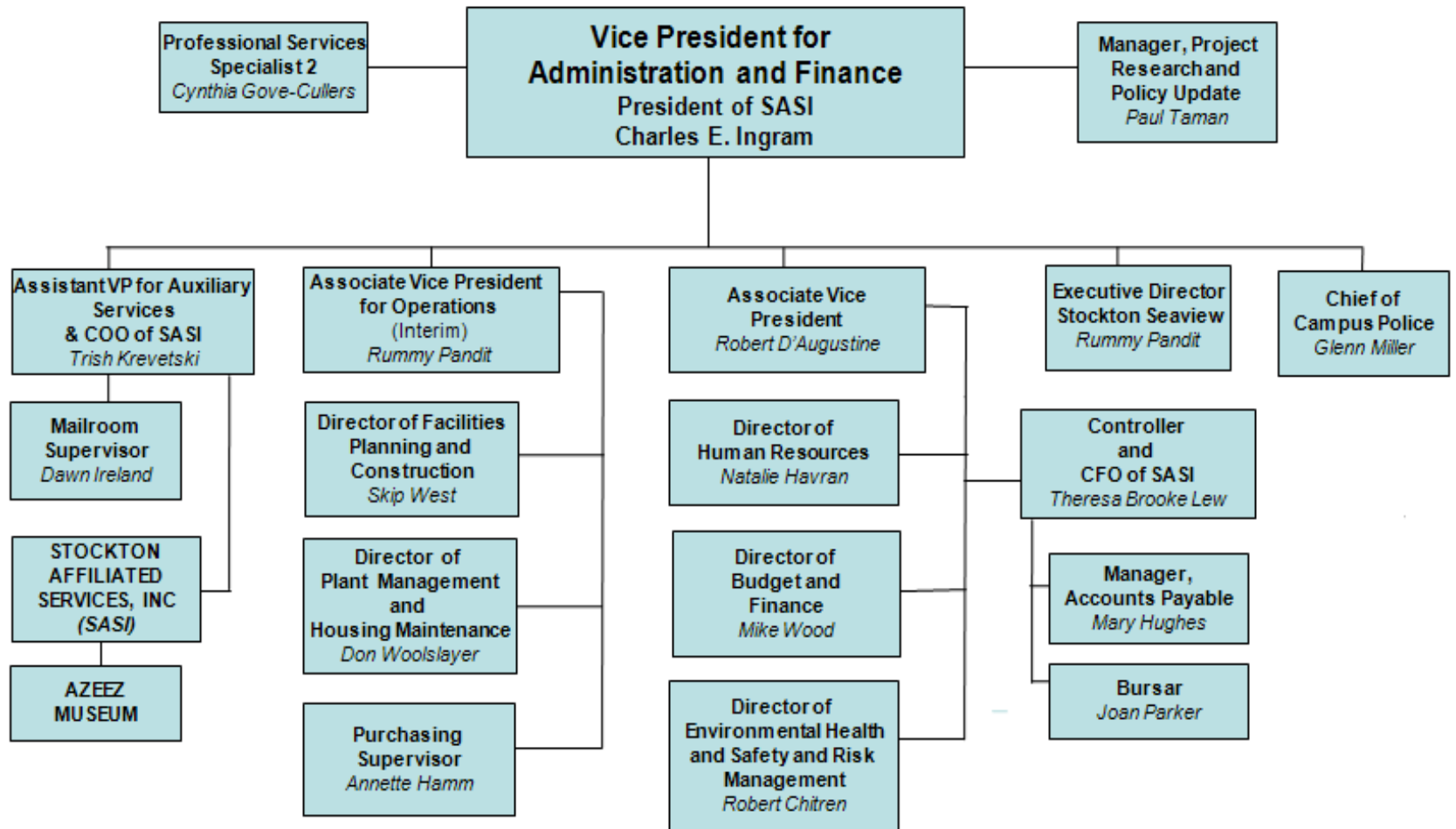
Program Review

February 21, 2013

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DIVISION OF ADMINISTRATION & FINANCE



SWOT ANALYSIS

STRENGTHS

- Sound financial condition of the College as noted by the Middle States visiting team: “An independent CPA firm has issued an unqualified opinion for The Richard Stockton College’s Financial Statements over the past three years, thus assuring the fine work, transparency, and due diligence with which the college has dealt with its finances.”
- Ability to expand and develop facilities on campus and offsite as opportunities become available (AC Arts District, Woodbine, Hammonton, J Wing, and Manahawkin)
- Workplace Safety Program, increasing safety awareness, minimizing accidents and maximizing employee safety
- Strong leadership and responsiveness in emergency operations for both Stockton and the Community
- Affiliated non-profit organization that provides multiple opportunities for increased services, revenue enhancements and cost reductions
- Stockton Seaview, an asset that provides multiple educational, living learning experiences for students and business returns for the college
- Leadership in efforts to reduce carbon footprint

WEAKNESSES

- Deferred maintenance needs have increased faster than remediation efforts have been able to address them
- Capacity of existing support staff has been outstripped by growth in enrollments and facilities
- Inadequate public safety facility
- Insufficient resources to address demands for improvements and additions in the Banner System

OPPORTUNITIES

- Rebate opportunities available through the BPU to fund energy projects
- Increased enrollments and revenues possible because of increased academic space
- Planning & budget model allows for five-year projections of revenues & expenses, faculty & staff needs
- New public/private partnership opportunities
- Newly available State Bond funding for a variety of projects
- Parking alternatives that provide possibilities for resolution of issues
- Implementation of best practices from other organizations
- Establishment and development of construction standards and procurement methodology

THREATS

- New unfunded mandates from federal, state and local levels
- Price elasticity for tuition, fees, meal plan and housing rates
- Potential mid-year rescission of state support due to lower than expected revenue collections
- Rapid institutional growth of a multifaceted, complex organization makes it difficult to keep up with staffing demands and continuous evolving business practices
- Economic constraints that reduce the ability to expand the division’s staffing and to respond to facilities, transportation and maintenance needs
- Escalating student health and other insurance costs

BUDGET REQUEST

DIVISION OF ADMINISTRATION AND FINANCE FISCAL YEAR BUDGET COMPARISONS

	FY13	FY14
	TOTAL	Proposed
Organization Title	Original Budget	Budget
Office of Admin. & Finance	1,521,844	1,521,844
Campus Police	3,299,024	3,299,024
Hammonton Police	113,408	113,408
Manahawkin Police	113,408	113,408
Facility Planning	1,231,318	1,231,318
Human Resource Adm.	1,432,315	1,432,315
Controllers Office	1,244,478	1,244,478
Mailroom	173,790	173,790
Budget Office	466,343	466,343
Bursar Office	856,903	856,903
Payroll	398,625	398,625
Purchasing	501,273	501,273
Env Health & Safety and Risk Mgmt	405,754	405,754
Plant *	17,036,538	17,036,538
Carnegie Library Plant*	191,000	191,000
Hammonton Plant*	179,917	179,917
Manahawkin Plant*	179,917	179,917
Total	29,345,855	29,345,855







*Does not include utilities

Dashboard Goals Summary

Goals met

Goals In Progress

Goals Not Met







	<p>1. Continue to expand Auxiliary services offered to the College.</p> <ul style="list-style-type: none"> • Additional SASI house - #8 • Additional shuttle service - locations and times • Movie Kiosk 	<p>IP1 S8 RS3</p>
	<p>2. Develop a long range Master Project implantation plan.</p>	<p>RS3 RS4</p>
	<p>3. Complete transfer of SASI Human Resource operations to the College Human Resources department.</p> <ul style="list-style-type: none"> • Benefits enrollment and management, hiring and payroll management for SASI employees are now handled of by the College's HR department 	<p>IP1 IP3 RS4</p>
	<p>4. Align Stockton Seaview with the College Mission</p> <ul style="list-style-type: none"> • Hospitality Management courses now being held at Stockton Seaview • An internship has been established • Stockton Seaview is included as part of Stockton's student housing • Stockton Seaview has hosted academic and higher education conferences • Stockton Seaview provided reduced-cost accommodations to individuals affected by Sandy 	<p>IP1 ER3 ER4 S1, S3, S7 S9 RS3 RS4</p>
	<p>5. Continue to expand the use of electronic systems including paperless processes.</p> <ul style="list-style-type: none"> • Human Resources is using Extender for personnel records to permit easier access and reduce the need for on-campus storage 	<p>IP1 IP3 RS3 RS4</p>
	<p>6. Continue to develop and promote operational efficiencies in order to achieve the highest level of effectiveness in supporting the College's mission in spite of limitations on staffing.</p> <ul style="list-style-type: none"> • Increase of Purchasing threshold for requirement of telephone quotes from \$1,750 to \$5,000 SASI gained efficiencies in housing operations by collaborating with Plant Management, reducing costs for painting, plumbing and locks 	<p>S8 RS4</p>

Dashboard Goals Summary

Goals met

Goals In Progress

Goals Not Met

	<p>7. Develop process improvements to streamline planning, design and construction.</p> <ul style="list-style-type: none"> A Facilities space inventory has been completed Facilities has completed a first draft of comprehensive design standards for the college and is now focusing on fine tuning the criteria based on narrowly defined areas 	<p>IP1 IP3 ER3 ER4 RS1</p>
	<p>8. Continue to exceed the State goal of 25% for small business participation</p> <ul style="list-style-type: none"> We have exceeded the state goal and are currently at 31% 	<p>ER4</p>
	<p>9. Provide facilities, housing, parking and infrastructure to support continued enrollment growth.</p> <ul style="list-style-type: none"> Offsite locations in Hammonton, Manahawkin and Woodbine The Parkway building houses classrooms and is home to SRI/ETTC 	<p>RS3</p>
	<p>10. Continue with the planning and development process for the Health Science Campus.</p>	<p>S3 ER3 ER4 RS3</p>
	<p>11. Continue to attempt to reduce the level of deferred maintenance.</p>	<p>S8 IP1 RS3, RS4</p>
	<p>12. Prioritize capital needs and develop an implementation plan for Stockton Seaview.</p> <ul style="list-style-type: none"> Added additional parking bays Additional rooms were converted to meet student housing needs as well as a recreational area for students Renovations were implemented to meet regulations and increase energy efficiency 	<p>RS1 RS2 RS3</p>

Highlighted Achievements

ASSOCIATE VICE PRESIDENT FOR ADMINISTRATION AND FINANCE

- Negotiated cooperative arrangement with AtlantiCare for a cohort program for AtlantiCare nurses to earn BSN degrees.
 - Support staff to the Board of Trustees Investment Committee in selecting two new investment management firms for the College's Investment Fund, leading to higher returns from the Fund over the long term.
 - Establishment of Regulation U line of credit to obviate concerns about cash shortfalls.
- **Budget**
- Created a complex working budget model that is detailed and user friendly for planning purposes.
 - Assisted in creating a new Budget form.
 - FY2013 Operating and Capital Budget Book was completed and approved by the Board of Trustees.
 - Monthly meetings with Plant, Facilities Planning and Accounting have improved communication involving Capital Projects.
 - The College's Annual Budget Request to the State of New Jersey, including all related schedules and worksheets, was completed on time and was accepted by OMB.
 - Expenditure reports are done monthly for the President, Vice President of Administration and Finance and the Associate Vice President of Administration and Finance.
 - Operational Revenue and Expense reports are posted monthly on the portal.
 - Capital Project reports are done monthly for Plant, Facilities Planning, Accounting and posted on the portal.
- **Controller - Fiscal Affairs**
- A successful audit was submitted and approved.
- ❖ **Accounts Payable**
- Continuity of forms and processes.
 - Created payment voucher forms for affiliated organizations.
 - Implemented Scanning project.
 - Improved electronic workflow for management by allowing Budget Unit Manager to immediately see backup for document that is to be approved.
- ❖ **Bursar**
- Worked with the offices of admissions and graduate studies to enable electronic payment of acceptance deposits.

Highlighted Achievements

➤ **Human Resources**

- Developed Emergency Assistance Program for Employees.

➤ **Risk Management, Environmental Health Service:**

- Redesigned A&F's Business Continuity Plan format for each department to update. This was done to assist the College in complying with new legislation passed in January 2012 requiring all institutions of higher education to establish emergency plans to deal with any extraordinary events that might arise.
- Developed and implemented an OSHA Lock Out/Tag Out procedure with Plant Management personnel.
- Developed and implemented an OSHA Confined Space safety procedure and trained affected Plant Management personnel.
- Provided OSHA Hazard Communication and Right To Know training for 120 Plant Management personnel.
- Provided technical assistance to Plant Management in the evaluation of NJDEP air permit compliance and the selection of an air quality consulting specialist.
- Implemented a safety Train the Trainer program with Plant Management with the first installment pertaining to bucket trucks and lifts.
- Developed a Liquid Nitrogen Safety Procedures for the NAMS labs.
- Developed a reproductive and developmental health standard operating procedure for the NAMS lab Chemical Hygiene Plan.
- Conducted an audit and developed a Radioactive Materials License Self-Audit Check List for the NAMS lab.
- Developed an international travel verification form and procedure for use between RMEHS and the Office of International Services (OIS) based on the review of US Department of State travel warnings and alerts. The form is also accompanied by a current summary of threats to safety and security, crime and medical information in the destination country.
- Developed an international travel safety awareness PowerPoint presentation with test and put it on Blackboard as a requisite for all study abroad students.
- Worked with the School of Health Sciences personnel providing details on our current student malpractice blanket liability policy, the need to expand coverage to keep pace with expanding student occupation titles and affiliation agreements, and the suggestion that MSN students obtain individual policies. Similarly worked with the School of Social and Behavioral Sciences regarding affiliation agreements and intern insurance issues.

Highlighted Achievements

AUXILIARY SERVICES

- 8th House built and fully rented to Graduate Students.
- N Wing Student Restaurant renovation complete.
- Expanded Stockton Seaview shuttle route and added weekend service for Seaview and on Campus.
- DVD movie and game rental kiosk available in Campus Center.
- Shuttle tracker system.
- Provided shuttle services for parking overflow.

POLICE DEPARTMENT

- The SAFER program supported over 30 events in the Fall, 2012 semester and held 4 training sessions for its members. There are over 25 students signed up for the volunteer program and there is a potential for the program to receive donations from other local EMT Squads. We are working closely with Galloway Ambulance Squad on the development of an advanced training program for our students and have put several of them through the CPR/AED training program on campus.
- Developed new programs for 3 student groups: SAFER training program; Stockton Neighborhood Watch Ride Along Program and HERO Club on a texting and driving safety campaign. Additionally, we worked with students from an undergraduate marketing class on a texting and driving safety campaign where we provided them with a wrecked car for their anti-text and driving pledge.
- Working with the Director of the Center and Graduate Studies, three new programs have been added to the Center's inventory. The Advanced Course in Campus Public Safety, Tactical Interviewing Course and Serial Murder Investigation Course have been added already. All three have been very successful and the Center's mission of advancing training opportunities for public safety personnel is improving. Additionally, the Center assisted the Stockton PD in the registration process for the on-campus AED/CPR courses held on campus for the Stockton Community.
- Working with NJ CUPSA and the Stockton Center, an Advanced Course in Campus Public Safety was developed and presented in late July. It was attended by 35 campus public safety supervisors and was very successful. A second course was presented in January, 2013 at the College of NJ which was attended by 33 campus public safety supervisors. That program was co-hosted by NJ CUPSA, College of NJ PD and the Stockton Center for Public Safety Excellence. Chief Miller coordinated that program for NJ CUPSA and the Stockton Center. Presenters in the program from Stockton included Associate VP Bob D'Augustine, Linda Yost, Associate Athletic Director, Chief Miller, Sgt. Parker and Lt. Britton.

Highlighted Achievements

STOCKTON SEAVIEW

- Continued to achieve and improve Stockton Seaview operations.
- Student Housing expansion successfully completed in August to provide for additional 75 rooms for Fall semester. This expansion allowed for an increase of 40 students in the Spring of '12 to 126 students in the Fall of '12.
- Phase 2 of student parking lot was completed in March 2012 creating an additional 70 spots to the already existing 47, for a total of 117.
- Held Hospitality classes in the newly renovated Regency Classrooms.
- Kitchen Hoods project was completed mid February and included replacement of all hoods and ceiling as well as new lighting fixtures. This allowed us to become compliant with state building code.
- Electrical Renovations project completed.
- During 2012, Seaview employed 11 Stockton students, 3 Stockton graduates (management roles) and 4 interns.
- The LPGA Shoprite Classic returned to Stockton Seaview at the end of May positive press to both the hotel and the College.

Highlighted Achievements

ASSOCIATE VICE PRESIDENT FOR OPERATIONS

➤ Facilities Planning & Construction

- Hired a new Director of Facilities.
- Revised estimating protocol to ensure projects are more accurately projected.
- Energized a construction team associated with the Unified Science Building to ensure that the project will meet its time and budget requirements. The total square footage of the facility is 66,350.
On schedule to open in September 2013
 - 8 classrooms
 - 28 laboratory & clinical spaces
- Provided leadership during a complicated site remediation and building renovation process to ensure that the Hammonton Campus opened for classes in January. There is flexible area on the first floor for retail/art gallery usage. The total square footage of this satellite facility is 15,000sf
 - 11 classrooms
 - 485 sq. ft. of administrative space (3 offices and 1 secretary space)
- Ensured that the Woodbine Campus was ready to open for classes in January with a 2,825 sq. ft. addition. With the inclusion of the existing synagogue the total square footage of this satellite facility is 5,746.
 - 2 classrooms
 - 2 offices
- Successfully completed the Manahawkin Campus per the terms of the development contract to ensure that classes would begin in September 2012. The total square footage of the satellite facility is 3,200.
 - 2 classrooms
 - 2 offices
- Provided architectural designs and construction budgets for the proposed K and N- Wing developments.
- Participated in a campus-wide space inventory.
- Developing eight (8) tennis courts at the Barlow Field Athletic Complex and 150 additional parking spaces behind L-Wing.
- Successfully completed upper H-Wing, Upper and Lower J-Wings and West Quad renovations.

Highlighted Achievements

➤ **Plant Operations**

- Implemented Housing IV HVAC replacement of heat pump resulting in us getting \$88K in rebates for energy saving initiatives developed.
- Developed and provided 3 additional classroom facilities by conversion and/or expansion of H113, H114, and E032.
- Completed conversion and integration of building management systems which allows for 60% of the housing facilities to be monitored remotely.
- Coordinated and moved fifty six faculty offices, three Dean's office suites and support staff, along with other business offices and centers to off-campus locations after extensive facility renovations in a timely and efficient manner.
- Despite increase in square footage - fossil fuel consumption from 2007 to 2011 has dropped from 53,000 to 28,000 BTU/GSF. Similarly, electrical consumption during the same period has gone from 20 KWH/GSF to 16 KWH/GSF. Total energy costs in 2011 were \$4,030,593 and were reduced to \$3,846,264 in 2012.

➤ **Purchasing**

- Developed selected and procured the furnishings for the J & H-Wing Renovations, Sam Azeez Museum, Manahawkin Instructional site and Kramer Hall in Hammonton, New Jersey.
- We surpassed the State's goal of 25% achieving minority and small business participation at 31%.
- Restructured the contracting process to now flow through Purchasing.
- Updated the current quote threshold from \$1,750 to \$5,000.
- Updated and developed informational materials for launching a purchasing website.
- Released the Copier RFP and are currently reviewing the submissions. The expected date to award the contract is at the end of the month.

GOALS

1. Improve Communication and Customer Service

IP1 Engagement

➤ **Campus Community – IP1 Engagement**

Training – continue to enhance and provide training campus wide through:

- Online Videos
- Classroom
- Individual

➤ **Participate with Campus Initiatives – IP1 Engagement**

- Middle States
- Pomona Community of Learning
- Enrollment Management

➤ **Expand and increase Auxiliary Services – ER3 Engagement**

- Offering CPR/ AED training campus wide
- Create a newsletter

➤ **External Stakeholders – ER4 Engagement**

- Improve relationships with DCA
- Continue to utilize and gain small, minority business entities

➤ **Internal - Administration and Finance - ER1 Engagement**

- Eliminate Silo Mentality and become a more unified division
- Minimize use of automated phone systems

2. Develop and Promote Operational Efficiencies

IP1 Learning

➤ **Review college procedures for best practices and efficiencies – IP1 Learning**

Human Resources - Hiring practices

Purchasing - Provide full purchasing functions/service for all charts

Plant Management - Communication, job management

Facilities - Design and construction, continuity of transactions for all charts, reduce time of internal process paper flow

➤ **Increase utilization of electronic technology, including paperless processes –**

IP1 Learning

Human Resources - Continue the process to convert personnel to electronic files

Budget - Labor redistribution through Banner

Risk Management - Record retention

Purchasing - Scanning back up to requisitions and PO's.

Accounts Payable - Scanning backup for direct-pays, ARTV workflow

Plant - Work orders, remote control thermostats, utilize record keeping

Police - Coordinate Lost and Found – found property with the campus center.

➤ **Align component units with the College mission and prioritize the capital needs accordingly.**

RS3 Sustainability

Seaview

Stockton Affiliated Services

Foundation

➤ **Review college wide space utilization plan. IP3- Sustainability**

3. Support the College 2020 Strategic Plan –

RS3 - Sustainability

- ❖ **Working with Senior College Management, to develop priorities and a schedule for the implementation of the long range Master Plan.** RS3 Sustainability
- ❖ **Provide facilities, housing, parking and infrastructure to support continued academic needs for enrollment and growth.** IP1 Sustainability

Manahawkin will add more academic classrooms with no impact to parking on main campus

Azeez museum will increase the college's name recognition, community exposure

Hammonton will provide additional academic classrooms with no impact to parking on main campus

Unified Science Center will add classrooms and office space

Stockton Seaview will increase residence housing and classrooms

K-Wing renovations will enhance management and effective use of office space