

The Richard Stockton College of New Jersey

**Division of
Administration
&
Finance**

**2014
Program Review**

February 27, 2014



Vision Statement....

Stewardship without Bureaucracy

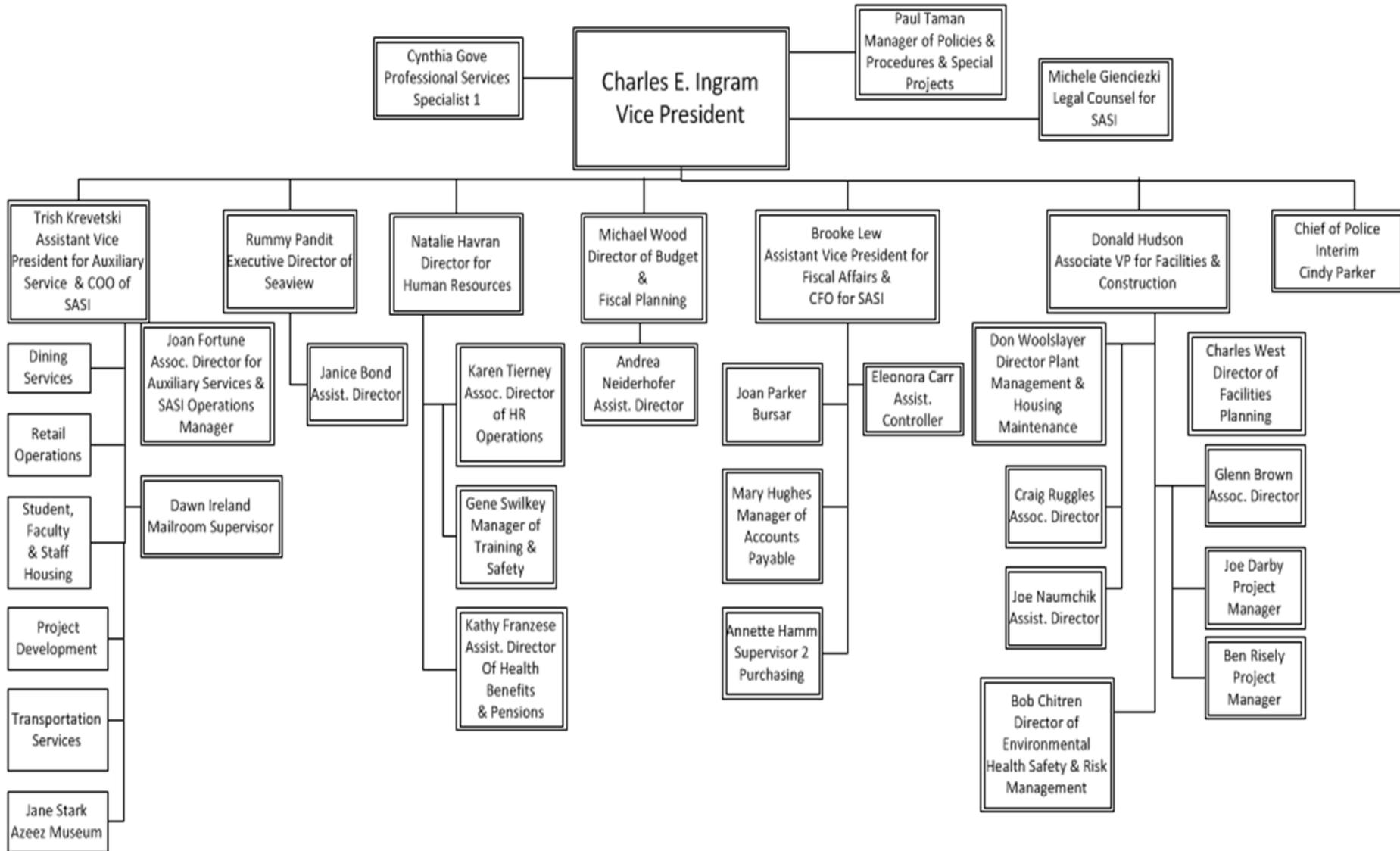
Mission Statement:

The purpose and aim of the Division of A&F is to support and advance the mission of the College by professionally delivering high-quality administrative and financial services in a manner that safeguards and contributes materially to the enhancement of the College's assets, which include its human, financial, physical, technological, community, and intangible or reputational resources.

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DIVISION OF ADMINISTRATION AND FINANCE



SWOT ANALYSIS

Strengths

- “Employer of Choice” in the region
- Staff
- Clean Audits
- Financial Stability
- Revenue diversification
- Grounds and Labor- Sightlines – Best in Class
- Capacity to lead effectively in planning, building, operating and maintaining excellent and efficient facilities
- Strong commitment to environmental stewardship
- Improved relationships with state regulatory commissions
- Affiliated non-profit organization that provides multiple opportunities for increased services, revenue enhancements, and cost reductions
- Stockton Seaview, an asset that provides educational and living learning experiences for students, as well as revenues to support College scholarship and initiatives
- Campus wide emergency response training and preparation

Weakness

- Limited staffing to respond to needs of increased offsite facilities
- Continuing backlog of deferred maintenance
- Limited resources to utilize Banner to full capacity i.e. Endowment module
- Aging facilities (Seaview 100 years old)
- Continued resistance to change internally

Opportunities

- Use of Future Perfect Model with EFAD
- Partner with Atlantic County for Central Dispatch Center
- Stockton ARTP
- Stockton Seaview
- New facilities to address program needs
- Utilize vacant positions to enhance functional needs within the division i.e. Real Estate, Professional Engineer

Threats

- External bureaucratic limitations
- Delays in bond funding
- Increasing fringe benefit costs paid to the state
- Increasing external unfunded mandates
- Compliance in accounting and tax regulations
- Federal, State and local regulations and compliance issues
- Market pressure to keep tuition and housing rates low
- Enrollment

Joint Budget Request - New Position Request through Academic Affairs and Administration and Finance

Manager of Sustainability and Energy Management

The position has been recommended by the College's 2020 Strategic Planning Committee for Sustainability. The specific intent is to possess a broad knowledge of sustainability theories and practices and demonstrate leadership on the local, national and global level. The position will address Stockton College's agreement to the American College and University Presidents' Climate Commitment (ACUPCC).

Full time employee with the appropriate educational background in Engineering, Utility and Energy Management, Environmental Science or Studies, Biological or Physical Sciences (Masters Level).

Individual will be responsible for the colleges management of sustainability initiatives, analyzing energy usage and developing the College's Sustainability and Energy Management Plans in order to provide proper environmental conditions with cost effective energy utilization.

While the position will be maintained in the Office of Facilities and Construction, Division of Administration and Finance it will include an academic component of teaching 1-2 classes per semester in the fields of Sustainability and Energy Management.

Request: \$85,000

2013 Dashboard Goals Summary

Goals Met

Goals in Progress

Goals Not Met

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

Goals Met

Goals in Progress

Goals Not Met

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, Inc.

Foundation



Review college wide space utilization plan IP3- Sustainability

Goals Met

Goals in Progress

Goals Not Met

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 enhanced management areas and made more effective use of office space

How did we do?? HIGHLIGHTS



Strategic Direction

1. Efficient Financial and Business Services
2. Staff Development
3. Excellent Service to Our Customers
4. Professionalism

1. Efficient Financial and Business Services

Utilizing innovations, process improvements and technology to increase efficiencies and ensure consistency while meeting our fiduciary responsibilities.

- ❖ All backup is now scanned and electronically attached to documents in Banner Finance
- ❖ Increased Stockton Seaview's Housing Capacity
- ❖ Provided Faculty with 10-12 Month Pay Options
- ❖ Increase Paperless Management Self Service Processes – W2's online
- ❖ SASI negotiated new longer term contracts with Dolce, Troon and the LPGA
- ❖ New upgraded 911 equipment enhancement allowed Campus Police to receive their third Accreditation, the most recent from the NJSACOP Organization
- ❖ Completed the replacement of 256 high capacity flush toilets in Housing 1 over the summer which has reduced water consumption 750,000 gallons per month
- ❖ Unified Science Center opened it's doors to our students Fall 2013
- ❖ Purchasing has been relocated to N Wing and is now operating under the Assistant Vice President for Fiscal Affairs which builds more efficiency and better control when operating with Accounts Payable and the Controller
- ❖ Re-located and changed reporting of Environmental Health Safety and Risk Management to report directly to the Associate Vice President for Facilities and Construction, streamlining and alignment of work functions and increase collaboration
- ❖ Hired an Assistant Controller to increase response time, handle external audits and increase productivity
- ❖ Future Perfect Model with PFM
- ❖ Budget Office in collaboration with Academic Affairs, Student Affairs and Facilities secured the second highest Facility Bond Grant Allocation in the state – \$55 million dollars.
- ❖ Sandy Hazard Mitigation Grant Program- awarded \$104,000 for generator project



2. Staff Development

Create a working environment that excels at supporting staff to obtain the knowledge, skills, and abilities they need to perform assigned functions while encouraging career growth.

Attended:

- National Parking Association Annual Conference- Leading Teams Technology & Real-Time Results
- ERAPPA & NJAPPA
- Higher Education Taxation Institute tax conference
- Academic Impressions Conference on P3 Relationships on College Campuses 4. American Institute of Architects National Convention
- NJ Radon Resistant New Construction Workshop for Construction Code Officials.
- The Foundations and Pillars of Ethics for UCC Officials
- Motivating Your Team
- Managing Time Communication Skills for Women
- Negotiation Skills
- Effective Delegation
- So You Want to be a Supervisor
- Valuing Human Differences
- NCURA: Level 2 Sponsored Project Administration Workshop
- Indirect Cost Recovery on Federal Grants
- NACUBO 2013 Unrelated Business Income Tax
- Ellucian Live 2013
- What's Special about Schedule K (form 990)
- 2013 Tax Forum Conference
- Sorting Out Intellectual Property Created Under Federal Grants
- The Bidding Process Rutgers University
- Collaborating to Create Efficient Financial Structures
- HR Communication Training

- Wells Fargo Treasury Forum
- Measurements & Evaluation for Non-Profits
- Financial Research Administration Workshop
- EACUBO Spring Workshop
- NCURA 2013 Financial Research Administration Conference
- A-133 Compliance
- Touchnet Live Webinar
- NACUBO's 2013 Planning and Budgeting Forum
- PA Banners Users Group conference: presenter
- Employee Benefits for Same-Sex Partners: Complying with Changes in the Law
- Develop Winning Metrics for the HR Department
- Workforce Compliance in the New Year - Preparing for the Challenges of 2014
- Successful Approaches to Difficult Employees
- Immigration – Visas options after OPT
- Employment Law
- Legal Trends in the Employee Handbook
- Payroll Calendar Year End 2013 Webinar
- Banner HR 8.10 Release Webinar
- New EPIC Training for Employers
- Domestic Violence in the Workplace
- Essential of Human Resource Law 2013
- Human Resources and the Law 2014
- Keeping New Jersey Employers “SAFE”
- Great Place to Work Conference
- Narcotics and Alcohol Unit Supervisor and our department established and implemented seven Specialized Units in 2013
- Hostage Negotiation School at the Atlantic County Police Academy
- Internal Affairs Investigation Seminar at Stockton College in May

- Attended the NJDMV Fake ID Workshop hosted at Richard Stockton College in September.
- The entire RSC Police Staff received training on Attorney Generals Internal Affairs Policy in September provided by the Atlantic County Prosecutors Office.
- The entire RSC Police Staff received training in September via CD regarding the Atlantic County Procedure for operating new generators at assigned traffic lights.
- Attended “Excellence in Policing” Conference attended a Uniformed Crime Reporting Training.
- Training in Plain Clothes Narcotics Investigation
- Received K9 Explosives Training at the Naval Weapons Station in October.
- Attended Hostage Negotiations Training in November at the Atlantic County Police Academy
- Attended NJ Sex Crimes Conference
- Attended Field Officer Training School
- Attended a Prescription Drug Investigation Course
- Attended Traumas in Law Enforcement from the National Concerns of Police Survivors
- 2 Promotions to Sergeant
- Attended the “Bulletproof Mind” Course
- Attended NACUA Cleary Training Course
- Attended a one day Prescription Drug Training
- Attended Front Line Supervision Course
- Received the Staff Community Engagement award for her leadership
- Attended a one day training for identifying Fitness For Duty concerns
- Completed an online training course in Chemical Safety (HAZCOM)

3. Excellent Service to Our Customers

Collaborate with our customers to provide products and services, communication and support that demonstrate our commitment to quality, consistency, dependability and timeliness.

- Reorganized Division for increased efficiencies and customer service
 - Donald Hudson, Associate Vice President for Facilities & Construction- oversees Environmental Health and Safety & Risk Management
 - Brooke Lew, Assistant Vice President for Fiscal Affairs – oversees Purchasing
- Utilization of Banner Workflow to automate employee status changes, terminations, address changes resulting in all stakeholders being simultaneously informed
- Improved TES hiring process by including background checks and orientation. This is an ongoing process with greater improvements planned
- Developed a Parking Advisory Group involving various members of the campus community to evaluate procedures and options for improvement
- Created a parking lot to help with the parking convenience problem
- Development of a vendor satisfaction/ performance survey
- Negotiated a contract for car sharing that supports initiatives for alternative transportation strategies, parking management and sustainability goals
- Reducing silo mentality within the Division
- Minimizing use of automated phone systems – Purchasing has one person answering and then directing calls
- Increased face to face training
- Created a small dedicated training lab
- Assisted with the preparation of over 1,500 events in FY13
- Assisted with 39 Faculty/ Staff relocations to the Unified Science Center
- Completed over 23,000 Work Orders in FY13
- Currently maintain seven (7) Lift Stations throughout campus
- Scheduled over 1,900 vehicle reservations during calendar year 2013
- Collected about 98,000 pounds of solid waste and recyclable material for the 2013 RecycleMania competition (ranked 97 out of 273 colleges and universities)
- Eliminated over 550,000 bottles of water with the installation of the hydration stations
- Recycling diversion rate: 51.7%
- Received Clean Audit of Financial statements

New Parking & Transportation Alternatives

Lakeside Lane Parking Lot



Zipcar





UNIFIED SCIENCE CENTER



2013 HIGHLIGHTS continue

Constructed and Opened New Facilities



Anne Azeez Hall at The Sam Azeez Museum of Woodbine Heritage

4. Professionalism

Develop our organization to exhibit understanding, honesty, integrity and mutual trust and respect in interactions that produce positive results with co-workers, colleagues, customers and stakeholders.

- Create a professional development program; Accounts Payable training utilizes Flexible Registration for registration and tracking of participants
- Internship Program- student intern in finance; helps a student with first hand experience in multiple areas of finance, employees demonstrate to students their job responsibilities
- Improved DCA relationships
- Continue to increase minority and small business awards
- Public Employees Occupational Safety and Health (PEOSH) Department Inspection. The August 2013 PEOSH inspection and resulting action items are serious processes, which have been managed carefully and responsibly, and utilized as an opportunity to make a lasting good impression with the regulatory agency. Organizing, documenting and updating our routine progress to PEOSH has demonstrated a good faith compliance effort, making our institution a partner in progress with PEOSH.

2014 Goals

1. Improve Communication and Customer Service - IP1 Engagement ER3 & ER4 - Increase interactions

1. Create and develop a professional development program recognizing and awarding training with valid certificates to be used for staff development; training utilizes Flexible Registration and allows tracking of participants.

Some examples of training classes:

Banner Finance 101

Credit Cards, - understanding when they can be used and how they work

Credit Card Proxy

Credit Card reconciliation

Travel reconciliation

Creating direct pay documents

Account monitoring

FOPAL (what is it, why am I NSF)

Budget

Purchasing

Webtime Entry

2. Established a student internship program in finance and investments

3. Create an Advisory Group involving various members of the campus community such as: Student Affairs, Academic Affairs, Development Office, External Affairs, students, Union representatives and the like to provide feedback and ideas to Vice President

A parking committee has been established encompassing various members of the college community.

4. Assist and offer training to Manager, Deans, Supervisors to better equip them to serve as leaders and mentors.

1. IMPROVE COMMUNICATION AND CUSTOMER SERVICE continued

IP1- Strengthen Internal Process ER3 & ER4 - Increase interactions

5. Increase community engagement efforts
6. Continue to develop relationships with DEP, Pinelands, DCA and the Turnpike Authority to ensure our projects are properly reviewed and permitted.
7. Development of a vendor satisfaction/ performance survey.
8. Work with new Associate Vice President of Facilities to streamline processes, increase effectiveness, delivering timely projects within budget, continued implementation of long term real estate and capital plans and delivery of new bond funding capital projects.

II. DEVELOP AND PROMOTE OPERATIONAL EFFICIENCIES IP1 & IP3 – Strengthen Internal Process & Sustainability
RS3 & RS4 – Reduce expenses & Align Resources

1. Implement and promote operational efficiencies utilizing and expanding existing technology
 - Endowment module in Banner
 - Non-student Accounts Receivable
 - Indirect cost
 - Grant billing function
2. Create cross training manuals for departments within Administration & Finance
3. Continue to improve overall Plant Management operational efficiencies by developing new work methods, investing in cost saving initiatives, promoting and experimenting with new and innovative technologies utilizing benchmarking with peer and national data.
4. Educate and provide assistance to promote the transition to Direct Deposit mandated by the state by July 1, 2014.
5. Continue the development of web based instructional guides for departments to utilize and refer to on as needed resource.
6. Finalize furniture standards for the staff, faculty and classroom settings.
7. Increase staff attendance at workshops/training/conferences including Banner, local, regional and national associations to network and learn best practices.
8. Expand the use of electronic forms and online processes to provide more autonomy for the College for example expand the ability for departments to do their own budget transfers electronically.
9. Work with other departments within the College to add additional fields in Banner finance in order to provide a more accurate and detailed analysis of reporting both revenue and expense.

III. SUPPORT THE COLLEGE 2020 STRATEGIC PLAN

RS3 & RS4 – Efficiency,

IP1 – Strengthen

internal processes

1. Reduce overall waste profile and increase campus recycling diversion rate to greater than 60 %.
2. Through collaborative efforts with all college divisions, increase the College's presence at the off campus sites, meeting staffing needs, enhancing communication and support satellite facilities with
3. Develop a phased in master parking plan for the campus.
4. Oversee the campus wide ADA survey to determine and prioritize to begin to eliminate existing barriers to students, staff and visitors at the college.
5. Continue to utilize and gain small, women-owned, and minority business entities.
6. Monitor and manage the performance of Stockton –Seaview overseeing the relationship with management companies (Dolce, Troon), student housing, the operating budgets, integrating the internship program at the hotel by coordinating with the School of Business - Hospitality program while building industry and community relationships to promote Stockton – Seaview
7. Continue to coordinate and provide safety training for respective personnel throughout the college, ensuring compliance while improving the safety environment on campus.

Thank you
for
joining us!

