MISSOURI S&T
2020
FINANCE AND ADMINISTRATION
STRATEGIC ACTION PLAN

RISING TO THE CHALLENGE
Mission Statements

Finance and Administration
Utilizing partnerships and best practices, lead and promote the stewardship and enhancement of the University’s financial and physical resources while providing a safe, secure, and engaging environment in which to live, learn, and work.

Fiscal Services
Promote the financial integrity and operational efficiency of the University by providing leadership in the management of the University’s financial resources.

Fiscal Services furnishes exceptional interpretation and guidance in University financial policies and procedures and provides governance in campus budget development and management of the consolidated budget and general funds budget, student account and cashier services, student loan collection services, accounts receivable services, financial information, financial system maintenance and financial consultation to ensure that all resources of Missouri S&T are managed and accounted for in an effective manner.

Fiscal Services activity promotes and monitors compliance with appropriate State and Federal financial and tax laws and regulations.

Business Services
Strive to apply sound business and risk management approaches to contracts and agreements as well as its advice, and exceptional services to its customers.

Serve the printing and mailing needs of the campus community by providing a variety of printed and related electronic document services along with US, campus, and intercampus mail services. The staff is available to offer expert advice in these areas to customers to help ensure a quality product.

Design & Construction
Provide design and construction services to the Missouri S&T’s campus community that satisfies the needs and exceeds the expectations of our campus community. Provide excellent facilities for our students, faculty, and staff and provide guidance and oversight in matters relating to S&T’s physical environment. Ensure all construction activities on campus comply with applicable building codes.

Environmental Health & Safety
Support the academic and campus community in fulfilling its commitment to teaching, research, and public service by assisting members of the university community with environmental and regulatory compliance and preparing for emergencies.

Facilities Operations
Maintain and improve university facilities, grounds and environment and to supply appropriate services in the most efficient and economical manner, promoting a safe, clean, aesthetically pleasing environment, in support of Missouri S&T’s students, faculty, staff, and visitors.

University Police
Support the campus community in fulfilling its commitment to teaching, research, and service by providing a safe and secure environment for students, faculty, staff, and visitors in partnership with all members of the campus community.
Lever 1.1: Require undergraduates to participate in at least one significant experiential learning activity before graduation

- Utilize business administration students to analyze cashier office operations. (Fiscal Services)
  - Metric: Number of students participating in an internship  [Completed; 10 students participated]
  - Timeline: FY15

- Provide internships to students in connection with the operation of the geothermal system. (Facilities Operations)
  - Metric: Number of students participating in an internship  [10 students]
  - Timeline: On-going

Lever 1.2: Foster innovation and creativity for faculty, staff and students

- Enlist student class to review parking permit process. (University Police)
  - Metric: Number of students participating in review process during internship [Completed; 33 students]
  - Timeline: FY15

- Improve indoor/outdoor collaboration space at: Bertelsmeyer Hall, Mall North of Havener Center, and Mall East of McNutt. (Design & Construction)
  - Metric: Outdoor spaces completed
  - Timeline: FY15

- Identify underutilized spaces & provide options for improvement. (Design & Construction)
  - Metric: Number of spaces identified for optimization
  - Timeline: On-going

- Initiate a collaborative meeting between in-house engineers and interior designers at the inception of larger projects to increase the possibility for creative project solutions. (Design & Construction)
  - Metric: Number of creative project solutions
  - Timeline: FY20

Lever 1.4: Create professional and leadership development opportunities for faculty, staff, alumni and students

- Identify professional development opportunities for staff. (All)
  - Metric: Number of leadership and development opportunities
  - Timeline: On-going

- Provide rewards for staff that foster office innovations. (All)
  - Metric: Number of staff rewards
  - Timeline: FY17
- Conduct internal staff development on improving processes and use of software. (Design & Construction)
  - Metric: Number of process improvements
  - Timeline: On-going

- Create leadership opportunities within D&CM for current staff. (Design & Construction)
  - Metric: Number of leadership opportunities
  - Timeline: On-going

- Require each sworn member to attend at least one outside training program every two years. (University Police)
  - Metric: Number of training programs attended
  - Timeline: On-going

Lever 1.5: Encourage and enhance collaboration in teaching and research
- Search space database for existence of requested space prior to design. (Design & Construction)
  - Metric: Space database utilization
  - Timeline: On-going
Lever 2.3: Develop a culture of excellence in research, scholarship and creativity among faculty, staff, and students

- Develop a comprehensive plan for training new and continuing fiscal staff in accounting, human resources, budget and student system structures, policies and procedures. An emphasis should be made in the plan for a coordinated training effort, eliminating as much as possible the silo approach now in place. (Fiscal Services)
  - Metric: Training developed
  - Timeline: FY15

Lever 2.4: Execute a communication and marketing plan to raise the visibility and convey return on investment

- Develop fiscal-related training and explore options for providing information online, in-person and through use of website. (Fiscal Services)
  - Metric: Training developed
  - Timeline: FY17

- Evaluate opportunities and, if appropriate, submit entries in national trade publications’ award competitions and articles highlighting Missouri S&T’s digital print facilities and operations. (Business Services)
  - Metric: Number of entries and awards
  - Timeline: FY16

- Promote the Geothermal System to the campus and community through tours of a completed regional plant. (Facilities Operations)
  - Metric: Number of tours provided
  - Timeline: On-going

- Write and submit an article for publication in the CAPPA (Central Association of Higher Education Facilities Officers) on the campus Geothermal Project. (Facilities Operations)
  - Metric: Article submission
  - Timeline: FY17

- Work toward goal of ISO14001 recertification every 3 years. (Environmental Health & Safety)
  - Metric: Recertification
  - Timeline: On-going
- Conduct departmental office visits to consult/discuss with campus units regarding accounting related issues/concerns and provide guidance. *(Fiscal Services)*
  - Metric: Number of visits
  - Timeline: On-going

- Expand and enhance student outreach by Cashier’s Office staff. *(Fiscal Services)*
  - Metric: Number of enhancements
  - Timeline: On-going

- Develop procedure for approval of miscellaneous cost center charges for student accounts. *(Fiscal Services)*
  - Metric: Procedure developed
  - Timeline: FY16

- Create online portfolio promoting current projects. *(Design & Construction)*
  - Metric: Development of online portfolio
  - Timeline: FY16

- Promote projects with experiential learning possibilities on D&CM website. *(Design & Construction)*
  - Metric: Number of projects promoted
  - Timeline: On-going

- Post signage at larger construction sites including rendering of work to be completed. *(Design & Construction)*
  - Metric: Signage posted
  - Timeline: On-going

**Lever 2.5: Use current and new technology that will enhance student learning and increase faculty productivity**

- Assist campus in moving to the accounts payable shared services operation. *(Fiscal Services)*
  - Metric: Implementation of shared services system  
    [Completed]
  - Timeline: FY15

- Equip learning spaces with electronic access control to ensure spaces have maximum utilization, while maintaining security. *(Design & Construction)*
  - Metric: Number of buildings with electronic access
  - Timeline: FY16

- Work with faculty to integrate building information system technology into the classroom. *(Design & Construction)*
  - Metric: Building information systems integrated
  - Timeline: FY17

- Provide faculty and staff options for equipping their spaces with a centrally managed electronic access control system. *(Design & Construction)*
  - Metric: Number of faculty and staff spaces equipped
  - Timeline: FY18

- Install interactive display software for use in Toomey Hall to allow class and student monitoring of the mechanical room equipment. *(Facilities Operations)*
  - Metric: Installation of interactive display  
    [The installation of the interactive display is not complete. It was determined that the appropriate course was to first replace the HVAC controls in Toomey Hall. The interactive display will use data available from the HVAC control system. The replacement control system has been priced and forwarded to Design and Construction Management for contract award.]
  - Timeline: FY15
Lever 3.2: Centralize corporate relations to improve service to existing corporate partners and establish new partnerships
  ❖ Integrate existing corporate relations with consulting firms in the design process to create experiential learning opportunities. (Design & Construction)
    ○ Metric: Number of experiential opportunities developed
    ○ Timeline: On-going
Lever 3.3: Improve facilities to enhance research and student learning, and expand experiential learning
  ❖ Renovate labs and classrooms. (Design & Construction)
    ○ Metric: Number of labs and classrooms renovated
    ○ Timeline: On-going
  ❖ Provide an experiential learning opportunity in mechanical systems design, by allowing students and faculty to access the building environmental controls and view instrumentation readings of existing systems (building information systems, structural systems for Civil Engineering, mechanical systems for Mechanical Engineering, etc.) (Design & Construction)
    ○ Metric: Experiential opportunity developed
    ○ Timeline: FY17
Lever 3.4: Promote inclusion and increase diversity of faculty, staff and students to remain relevant and competitive in a global environment
  ❖ Explore collaborative partnerships for early childhood education, child development programs and facilities to enhance faculty recruitment and retention. Evaluate opportunities through campus master planning process. (Design & Construction)
    ○ Metric: Child development program developed
    ○ Timeline: FY20
Lever 3.6: Devise convenient technology-based methods of accessibility, communication and engagement with external constituents
  ❖ Coordinate and initiate with IT the implementation of online payment for purchasing parking permits. (University Police)
    ○ Metric: Online payments developed [Completed]
    ○ Timeline: FY15
Lever 3.8: Exercise leadership in sustainability on campus by integrating sustainability practices in daily operations
  ❖ Develop and implement plan to promote choice of high recycled content paper by Printing Services’ customers. (Business Services)
    ○ Metric: Plan developed
    ○ Timeline: FY15
  ❖ Create a formal, comprehensive equipment replacement plan for Printing/Mail Services to sustain operations. (Business Services)
    ○ Metric: Plan developed
    ○ Timeline: FY16
Revamp existing administrative processes to increase sustainability. (Design & Construction)
- Metric: Number of processes developed
- Timeline: On-going

Develop a waste minimization plan. (Environmental Health & Safety)
- Metric: Plan developed
- Timeline: FY14

Complete the construction of the Geothermal system, commission, and place it in operation. (Facilities Operations)
- Metric: Commission of geothermal
- Timeline: FY15

Decommission the Power Plant boilers to capture the reduction of energy use and carbon dioxide emissions. (Facilities Operations)
- Metric: Power Plant decommissioned
- Timeline: FY15

Apply for a Department of Economic Development, Division of Energy, Energy Loan for installing energy improvement measures on campus. (Facilities Operations)
- Metric: Loan application
- Timeline: On-going

Install metering to document energy saving results of the geothermal project. (Facilities Operations)
- Metric: Metering system installed
  [Installation of metering has been completed to allow documentation of savings results of the geothermal project. Additional campus metering required to capture individual building use is yet to be installed]
- Timeline: FY16

Lever 3.9: Conduct a comprehensive fundraising campaign to secure private support for campus priorities

Align campus master plan with development activities on capital projects. (Design & Construction)
- Metric: Number of projects in alignment with Campus Master Plan
- Timeline: On-going
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2013-2020

Lever 4.3: Enhance innovative use of technologies to improve and facilitate access

Theme 4: Increase meaningful interaction

- Equip learning spaces with electronic access control to ensure spaces have maximum utilization, while maintaining security. (Design & Construction)
  - Metric: Number of learning spaces with electronic access
  - Timeline: FY16
- Develop a chemical pickup request form. (Environmental Health & Safety)
  - Metric: Form created
  - Timeline: FY16

Lever 4.6: Improve student, faculty, and staff mentoring and advising

- Establish program to assign an officer to each residential hall to provide safety programs and conduct informal discussions to improve communications and interaction with the students. (University Police)
  - Metric: Number of student attending safety programs
  - Timeline: On-going

Lever 4.9: Promote non-traditional activities outside of classroom

- Implement delivered Hyperion Financials and Human Capital Planning systems. (Fiscal Services)
  - Metric: Systems implemented
  - Timeline: On-going
- Hire student interns. (Design & Construction)
  - Metric: Number of student interns
  - Timeline: On-going
- Provide opportunities for student feedback on design of projects. (Design & Construction)
  - Metric: Number of students provided with feedback
  - Timeline: On-going
- Support Leadership in Energy and Environmental Design Existing Buildings (LEED EB) activities by student groups. (Facilities Operations)
  - Metric: Number of student group activities
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