

WT 125 Generational Plan

Business and Finance

Date

April 19, 2018

Area of Responsibility Name

Business and Finance

Introduction

This report will be based upon the vision and direction from the leadership of the Business and Finance team. This team is a diverse group that services the University in so many ways. From Budgets to Accounting, Purchasing, Construction, Human Resources, Police and Security and oversight of key partnerships with SSC and Aramark, this team is the support structure for the faculty, staff and students of West Texas A&M while engaging other partners. Our team will always be ready to adapt to the needs of the University – be it for students, staff, faculty or the needs of the surrounding communities. We will always be ready to incorporate technology as it becomes proven. We will continue to be leaders in our areas for the University and the Texas A&M University System. We will value our partners. Partners like the Cities of Amarillo and Canyon, Randall County and Canyon Independent School District have been great two way relationships that continue to inspire great ideas and benefits for all parties involved.

West Texas A&M University is the University of the Panhandle and our report is based fully on that recognition.

Theme Group Name

The Panhandle and Its Heart-The I-27 Corridor

Key Idea (1)

Key Idea (1)

Make the campus easier to visit, access and navigate as the University becomes more pedestrian friendly

Goal 1:

During our recent workshops for the Master Plan, it was obvious that a visitors experience to campus is not easy or really welcoming. Gone are the days of faculty, staff, students and guests parking right outside the destined facility. It has been said it takes ten minutes to get to Amarillo up the I-27 corridor and over a half hour to get to Canyon. That saying rang true after our Master Plan work. This idea must include parking and access for community guests, potential students and their families and vendors doing business on campus. The use of Parking Services

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as the central location and clearing house for all guest parking.

Action(s) 1.1:

Procedures, signage – for both vehicular and pedestrian traffic, rules need to be re-created for guest and vendor parking. These must be clear and easy to follow. Make it easy for University departments to reserve guest spaces as needed. The use of the Shuttle should be used and not avoided.

Measurable Outcome(s) 1.1.1:

The use of Parking Services to count the number of visitors will measure the need for additional future space.

Action(s) 1.2:

Incorporate technology into guest/visitor parking. Mobile apps such as ParkMobile could be a great solution.

Measurable Outcome(s) 1.1.2:

The use of Parking Services and technology to count the number of visitors will measure the need for additional future space

Theme Group Name

Undergraduate Academics

Key Idea (1)

Key Idea (1)

Encourage more undergraduates to remain on campus as residents. The University will begin to offer a series of free housing opportunities to students that remain on campus this fall. If a student has lived on campus for 2 academic years, they will be eligible to receive their 6th and 8th semesters free if they remain on campus for their 5th and 7th semesters.

The University owns their housing and by retaining 150 more students into their 3rd and 4th years, the program will pay for itself. We also need to extend this to meal plans and work with our third party vendor to make this a reality. Because of contractual limitations, the University is “hamstrung” until the new contract expires in 2023. The contract will be bid with a loyalty provision for students – like the housing incentive. In the meantime, WT will work with Aramark to come up with alternative solutions to keep costs down for our students.

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Goal 1:

The main goal is to reduce student costs. This includes in the mix housing and meal plan charges. While the current contract does not provide for an incentive semester, there are other possibilities to offer our upperclassmen that remain on campus.

Action(s) 1.1:

Continue the dialog with our food service provider, Aramark, as to the possibilities of reduced student costs.

Measurable Outcome(s) 1.1.1:

No Information Submitted

Theme Group Name

Graduate Academics

Key Idea (1)

Key Idea (1)

Set aside funding each fiscal year for graduate and faculty research. This funding can be used as seed funding to entice new researchers to come to WT, to set up labs for existing faculty or use it as wage/salary funding for graduate research assistants.

Goal 1:

\$250,000 would be the base amount, it would need to grow towards \$1M annually. This will take some time to achieve this goal. Even at \$100,000 increase each fiscal year, seven year will need to pass.

Action(s) 1.1:

Under the direction of the Provost and VP for Research, the funds would be disbursed to incur a growth in research funding. Applicants would petition the committee for internal funding or the committee could award to entice a new research faculty to WT.

Measurable Outcome(s) 1.1.1:

Determine if research spending increased each fiscal year. This can be determined through fiscal year end reporting.

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Theme Group Name

Residential Education Experience

Key Idea (1)

Key Idea (1)

Most of the University housing is past their life expectancy, with only three residence halls less than 10 years old. That said most resident halls infrastructure/bones are in pretty decent shape. Those older halls need a facelift as the average age of the remaining eight halls is 63 years old. The University recently received a University Housing Master Plan that gives clear direction of when and what to build as new housing. Along with the new residence hall incentive program to enable upperclassmen to remain on campus while receiving free semesters, the residence halls do need to be updated and properly maintained. Safety is also paramount to a great residential education experience. This is achieved by a number of standards including but not limited to: educational outreach both on the campus and in the community, safe and well lit walking paths and continued strong relationships between our Police department and the University community.

Goal 1:

Establish a portion of each residence hall revenue for deferred maintenance.

Action(s) 1.1:

Place an amount equal to 3% of hall revenues aside in reserve for deferred maintenance issues such as roofs, plumbing, electrical, lighting, etc. Increase this amount by ½% each fiscal year until 5% is reached annually.

Measurable Outcome(s) 1.1.1:

Measure earned income for each hall and determine if the appropriate amount has been set aside for deferred revenue projects.

Goal 2:

Establish a capital item replacement account for each hall.

Action(s) 1.1:

Place an amount equal to 2% of hall revenues for each hall for capital replacement. These items would include furniture, bedding and items in common areas. Increase this amount by ½% each fiscal year until 4% is reached annually.

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Measurable Outcome(s) 1.1.1:

Measure earned income for each hall and determine if the appropriate amount has been set aside for capital replacement projects

Goal 3:

Continue the high safety standards and programs that the University Police Department encourages and maintains for all University constituents as well as visitors to the campus.

Action(s) 1.1:

Ensure all walkways on campus are well lit and maintained. Include police personnel on all projects that will require sidewalks to ensure adequate lighting is included.

Measurable Outcome(s) 1.1.1:

Each week officers will submit a lighting survey and submit to SSC for any work orders/repairs that may be needed.

Action(s) 1.2:

Design and present multiple educational programs for students, staff, faculty and the community that covers a multitude of topics of safety and security. The topics would include but not be limited to: Sexual harassment, sexual assault awareness, active shooter, stalking, self-defense, reporting incidents, etc.

Measurable Outcome(s) 1.1.2:

The University police department will work directly with each hall to offer a range of topics for educational workshops for their residents. The Police department will also offer at least two University wide and Community events on topics that will involve safety and security.

Theme Group Name

Financial Resources

Key Idea (1)

Financial Resources are becoming tougher to find as state funding is shrinking. Because of this, more of the burden has been placed on students and their families to cover their educational costs. Currently, the University has a historical budget in place. This means that very little changes except for the new requests received and only reduces when in budget constraint times. A budget needs to center on the academic core and mission

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with growth areas getting a larger portion of the new funding. This does not mean that stagnate or low producing areas of the University will be penalized but instead not rewarded for not performing. New sources of scholarships need to be generated to ensure the total cost of a students out of pocket expenses does not continue its upward trend.

Key Idea (1)

Budget to reward those areas that are producing. This method would hold harmless the areas that might not be producing or losing for two years. The model would be based upon SCHs generated by program. A portion (percentage) of the non-dedicated funds budget would be dedicated to the Academic department as the base. If new SCHs are generated from the prior period, the revenue available would increase and the academic portion would be available to those programs from which the increased SCHs occurred. Those programs that experienced now growth or decline would not be eligible for any of the additional funding. Those programs would have two fiscal years to turn around the program. If the program did not turn around at the end of two years, they would be subject to reductions of their funding back to the general academic pool. This would require programming and process mapping between the Provost Office and the Budget Office.

Goal 1:

Encourage growth in programs while spinning off programs that are no longer producing at a level required by the University.

Action(s) 1.1:

Annual review of all programs growth/decline by the Provost, Budget and University analytics departments.

Measurable Outcome(s) 1.1.1:

Semester Credit Hour analysis and the available new funds for allocation

Key Idea (2)

Key Idea (2)

Create a Budget Committee/Council that would understand state budgeting and University tuition and fee structures and how they are used. The Committee/Council would be the organization that would review, rank and submit the final budget requests to the President for final approval.

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Goal 1:

Create a cross section of Administrators, faculty, staff and students that would serve multiple terms on this committee. The committee would recommend budget policy including but not limited to internal cutbacks to fund University projects, allocation of funding and ranking of budget priorities

Action(s) 1.1:

Convene a committee/council led by the Vice President for Business and Finance. This council/committee would fulfil the WT 125 Theme Groups Goals #2, #3 and #4.

Measurable Outcome(s) 1.1.1:

Meet a minimum of four times per year with most meetings concentrated during the budget season of the University. Ensure the decisions are timely to the president in order to meet the TAMUS budget deadline.

Theme Group Name

Intellectual Resources

Key Idea (1)

Key Idea (1)

As more and more students are learning in non-traditional manners, the University needs to ensure resources are provided timely and adequately. Ensure the fees students are paying are used by those students – Bring back an online fee as well as a waiver of those fees they are not using.

Goal 1:

Install an online fee that will be able to provide for the costs and services our online students desire and need. This will also affect other areas such as medical services and athletic fees. Ensure those areas affected by the waiver are not hampered by the changes as funds might need to be redirected to cover the loss in revenue.

Action(s) 1.1:

Study the impact on both online revenues and the needs of our online students including but not limited to student services and career services. Also look the impact a waiver would have on the University departments that would have revenue reductions. Could other revenues be redirected in order to help the reduction of revenues?

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Measurable Outcome(s) 1.1.1:

Ensure that the online fee is not detrimental to enrollments by checking to see how enrollments compare from one semester to the next after implementation.

Theme Group Name

Human Capital

Key Idea (1)

Key Idea (1)

Build and enhance an internship program that takes the Top 25 employers of the top 26 counties by 2025.

Goal 1:

By the year 2025, put a partnership in place that will hire our students with internships that will highlight the needs of the top 25 employers in the Texas panhandle. The internships would be paid, if possible, but will gain credit by actual work in the field and profession our students are pursuing.

Action(s) 1.1:

Identify the top 25 employers of the Texas panhandle. Determine the number of graduates WT has provided each employer over the past ten and twenty years, how many current employees are WT grads and what are the needs of the employer related to future employees.

Measurable Outcome(s) 1.1.1:

Does WT have an internship program with the top 25 employers of the Texas panhandle by the year 2025?

Key Idea (2)

Key Idea (2)

Establish a scholarship/grant program for employees that will allow staff/faculty to obtain their degrees from WT. There is nothing better than being able to prove that the majority of your employees have

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higher education degrees. This would also be a program with local Community Colleges in which WT would reimburse an employee for tuition and fees of completed courses towards a degree.

Goal 1:

Begin a campaign to establish and or enhance the current faculty /staff scholarship program. The current program has a limit of scholarships it is able to provide for at a certain amount. Ensure we waive the allowable fees to make the scholarship/grant program even more beneficial to our employees.

Action(s) 1.1:

Work with Institutional Advancement to determine the amount of an endowment needed to sustain 5, 10, or 20 employees on an annual basis. The grant/scholarship program would be competitive. Every employee selected would need to commit to a five year employment with WT. Each year worked would be 20% payback. If an employee leaves before the five year commitment, the employee would be taxed according to the time worked.

Measurable Outcome(s) 1.1.1:

Is the program fulfilling each spot that is available on an annual basis? Are employees that have taken advantage of the program, remaining at WT?

Theme Group Name

Research and Infrastructure

Key Idea (1)

Key Idea (1)

Restructure the WTAMU Facilities and Administration (F&A)/Indirect Cost (IDC) formula. Ensure all research grants (Federal & State and if possible local) charge some F&A rate in order to build a funding source for future research initiatives.

Goal 1:

Currently, the University allocates the IDC for research in the following manner:

50% - University

12.5% - Principle Investigator (PI)

10% - Academic Department of PI

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10% - College Dean
10% - Research Vice President
7.5% - Provost

The majority of the 50% allocated to the University is set aside for future capital projects related to research. The University does pay for the Post Award Grant manager and the related benefits - \$63K. In FY 2017, the University nearly generated \$170K in IDC. Nearly \$85K went back to the University and \$21 K was shared with PIs.

The remaining \$64 K was shared among the Academic leadership.

The University has provided \$1,000,000 twice since 2009 to provide for capital improvements.

This goal would look at reallocating more of the IDC to Research Vice President and/or Provost to create a fund to entice new researchers to come to WT.

Action(s) 1.1:

Agree to a plan where more of the IDC is allocated to a central pool of funds that would be used as start-up funding for new researchers for setting up their labs and research areas.

Measurable Outcome(s) 1.1.1:

Determine if more research funding is being sought, procured and spent based on prior years.

Goal 2:

Investigate a Public- Private Partnership (P3) to build a research facility on campus. The University could offer land in exchange for a private company building a world class research facility that would allow research to become more valuable and needed for the University.

Action(s) 1.1:

Work with Texas A&M University System schools who have worked with P3's to see if this is a viable solution for the research needs at West Texas A&M University. Identify a research committee that would comprise mainly of researchers and research administrators to look fully into this possibility. This would allow current and outdated research space to be removed from our inventory of space.

Measurable Outcome(s) 1.1.1:

No Information Submitted

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Theme Group Name

Leadership, Governance and Organization

Key Idea (1)

Key Idea (1)

Embrace Innovation

Goal 1:

As a University, we normally retain and promote what has been tried and remains true. Seldom is there any rewards for generating innovation. If innovation happens, we slap the person on the back and say great job after doubt is thrown at the idea in every direction.

Action(s) 1.1:

Create a venue similar to the TV series "Shark Tank". A panel would have the ability to fund or invest in new ideas that would save the University money, save the students money or create new revenue outlets.

Every idea owner would have the chance to promote their innovation as how it will save the University money, save a student from paying more in tuition and or fees or generating new revenue source. Each panelist would have the ability to invest in employees ideas up to \$20,000. The winning idea/program would have the ability to implement their innovative idea and if successful in saving the University or student money or creating a new revenue source, would be entitled to a one time merit award.

Measurable Outcome(s) 1.1.1:

This would be pretty easy to measure if it was successful. Did it save money or did it create revenue for service that we might not have.

Key Idea (2)

Key Idea (2)

Leadership Academy

Goal 1:

Create a West Texas A&M University Leadership Academy to ensure leaders know how to lead, find answers or guidance to their questions or challenges and the ability mold the next

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generation of leaders for campus.

Action(s) 1.1:

Establish a five to eight session academy that would focus on issues a manager (Faculty and Staff) may be expected to handle but may never have been involved with before. Identify the topics of the sessions that may include but not limited to: Hiring and Firing, Time Management, Engagement, Collaboration, Identification and Molding of the Next Generation of Leader and Servant Leadership.

Measurable Outcome(s) 1.1.1:

What level of current management is attending or completed the Leadership Academy?

Measurable Outcome(s) 1.1.1:

Are employees identified to be the next management generation for the University?

Appendices and Additional Facts and Analysis

No Information Submitted

References

<https://parkmobile.io/products>