HISTORY OF

TEXAS STATE HUMAN RESOURCES

SEPTEMBER 1969 - MARCH 2021

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TEXAS STATE
Human Resources

FOREWORD

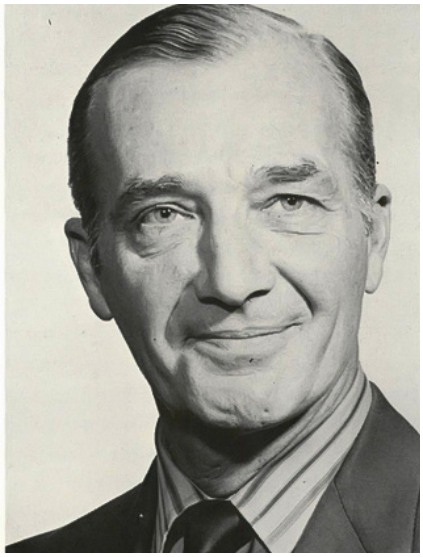
The idea for this HR Office history came from the Comprehensive Peer Review of the Personnel Office in October 2001. Part of the requirements of the Review was to give a history of the Personnel Office. A history was compiled and included as part of the Peer Review. For posterity purposes I felt it would be fun and informative to update the history from where it left off at FY'01 in the Peer Review to the current FY'21. So this document is essentially in two parts: (1) The FY'01 Peer Review as written at the time and (2) events as they unfolded from FY'02-FY'21.

I basically followed the same format as used in the FY'01 Peer Review with some modifications to cover changes over the years. The reporting of data, especially accomplishments, changed over time as did the formatting of the reports. So while there is not necessarily a uniformity in the reporting of data, I believe what is presented in the history does give a fairly good picture of how the HR Office (from its creation on September 1, 1969) has provided the critical HR services and support so vital to the university's faculty, staff, and students.

Hopefully all future occupants in my AVPHR position (Chief Human Resources Officer) will continue the tradition of documenting the history of the Office as it continues to serve the faculty, staff, and students of the university into the twenty-first century.

John E. McBride
Assistant Vice President for Human Resources
Texas State University
1980-2021

CHIEF HUMAN RESOURCES OFFICERS



John East
Director from1969-1976

William C. Bourland
Director from 1977 - 1979

Al Belmarez
Director from 1979-1980

John McBride
Director/AVPHR from 1980-2021

J.C. KELLAM ADMINISTRATION BUILDING

(Home of Human Resources Since 1969)

Original Build

1969

After Rennovation

1990

FY ‘70 - FY’01 PEER REVIEW

9/1/69 - 8/31/80

The Personnel Office was created as the Personnel Services Office effective September 1, 1969. The Office reported directly to the Vice President for Fiscal Affairs and was staffed by a Director of Personnel Services, Mr. John East (a newly retired US Air Force Colonel), and one secretary, Mrs. Bonnie Inglet. The Personnel Services Office was located in two offices on the second floor of the JC Kellam Building. Prior to the creation of the Personnel Services Office, the personnel functions were handled by the Office of the Vice President for Fiscal Affairs. When the Personnel Services Office was established, then Vice President for Fiscal Affairs Jerome (Jack) Cates notified East that the new office was to "be responsible for personnel and all facets thereof'. The major responsibilities included policy formulation and administration for employment (posting, hiring, and firing), compensation (pay plan development), benefits (insurance, retirement, leave), and affirmative action/equal employment opportunity (AA plan). The Office also reviewed the annual budget for accuracy of staff salaries and conducted new faculty orientation.

Mr. William (Bill) Bourland succeeded John East in December 1976 with the title of Director of Personnel, and the Personnel Services Office name was changed to Personnel Office. Bourland, a Major in the USAF and commander of the SWT AFROTC detachment, retired from the Air Force directly into the Director of Personnel slot. The Personnel Office staff now numbered three, including the Director, one Personnel Assistant and a Secretary. Bourland reported directly to Eugene Payne, Vice President for Finance and Management (VPFM). Payne assumed the vice presidency in September 1975 upon Jack Cates' retirement. Bourland continued full time as the Director of Personnel until September 1978 when he also started functioning part time as an associate vice president in the Institutional Advancement Division.

In February 1979 Assistant Director Alfred Belmarez was promoted to Director of Personnel and Bourland moved full time to his associate vice president duties. Belmarez had been hired as Assistant Director in FY 77 after serving a two year personnel management internship with the US Civil Service at Fort Sam Houston, Texas. Belmarez inherited a staff of 5.5 FTE which included the Director, one Personnel Representative, one Supervisor of Personnel Services, one Personnel Assistant, one Secretary II and one half-time Secretary I. Belmarez resigned in May 1980.

John McBride, current Director of Personnel, assumed the directorship September 8, 1980. McBride came to SWT from the Office of Personnel Services and Employee Relations at the University of Texas at Austin where he had spent over 8 years in primarily compensation, classification, and employee relations positions.

The Personnel Office staff totaled 7 FTE including the Director, one Personnel Representative, one Supervisor of Personnel Services, one Personnel Assistant, one Secretary II, two .5 Secretary I's, and one Clerk-Typist II. The Personnel Office occupied 6 offices on the second floor of the JC Kellam Building (northeast corner). The Office provided service to 1,400 faculty and staff.

FY 81-FY85

OVERVIEW -The FY 81 - FY 85 period was one of relatively modest growth as the faculty and staff headcount increased by 185 from 1,400 to 1,585. It was also a period of adjustment and change as a new Director worked to put his own personnel program in place. Initially, the Director reported to the VPFM, however, a division reorganization in the Spring 1982 pushed the Office one level lower in the reporting line. The Director reviewed all 23 personnel OL's (Operating Letters - Policy and Procedure Documents) and recommended many extensive revisions during the first year. Overall, however, progress was slow. It was difficult to convince some administrators that the Personnel function was not just a record keeping operation. The loss of direct reporting status to the divisional vice president, a reluctance to make changes, and the addition of only 1.0 FTE in 5 years serve as good illustrations of this attitude .

Space was also an issue. In the late Spring of 1981, the Budget Office was given 2 of Personnel's 6 offices. This resulted in the Office's 7 employees and 6 student workers being forced into very cramped working conditions ... a situation that was to continue to plague operations throughout most of the 1980's and again in the late 90's.

FY 81 - ORGANIZATION AND SIGNIFICANT EVENTS

ORGANIZATION - From the beginning, the Director envisioned the overall primary personnel functions to include compensation, classification, employee relations, employment, benefits, records management, training and affirmative action. However, recognizing that resources at SWT would preclude obtaining sections and specialists for each of these functions, he felt that certain functions could be assigned together under one responsibility. This philosophy continues to the present. The Compensation responsibility included the compensation, classification, employee relations, and employment functions; the Benefits responsibility included the benefits and records management functions. The Affirmative Action and Training functions stood alone.

Note: When studying the staffing patterns throughout this report, the designations of (C),(B),(AA), and (T) will indicate assignment to the Compensation, Benefits, Affirmative Action, or Training function.

For a short period after the new Director's arrival, the Personnel Office reported directly to the Vice President for Finance and Management (VPFM). However, in the Spring of 1981, the Office lost its direct report status when a division reorganization placed the Office under Jay Lindsey, Business Manager & Director of Budgeting, who in turn reported directly to the VPFM.

Staff changes for FY 81 included reinstituting the Assistant Director title through reclassification of the Personnel Representative position. In addition, the University's first Affirmative Action Officer position was authorized and assigned to the Personel Office in September 1980. One reason for the new position was that SWT was under a 5 year EEOC Consent Decree as a result of an EEOC complaint regarding hiring practices filed in 1978. Another was a mandate from the Texas State University System (TSUS) Board of Regents to set up and meet certain affirmative action requirements. Ernest Perales was hired as SWT's first Affirmative Action Officer in November 1980. Perales subsequently resigned in January 1981, and Allen Avellar was hired as his replacement in February 1981. Finally, the two .5 time Secretary I's were deleted in favor of a full time new Administrative Clerk.

SIGNIFICANT EVENTS - Brought the University's insurance/retirement programs into compliance with state law; completed a reconciliation of all retiree insurance records; conducted a local area salary survey for classified positions; audited all campus secretarial positions and developed a secretarial allocation system; began publication of a weekly employment bulletin listing all job vacancies; developed affirmative action goals down to divisional level; and established a general new employee monthly orientation program.

FY'82 ORGANIZATION | SIGNIFICANT EVENTS

Organization - The Personnel Office began FY 82 with a staff of 8 FTE that included the Director, I Assistant Director (C), 1 Supervisor of Personnel Services (B), 1 Affirmative Action Officer (AA), 1 Personnel Assistant (B), I Administrative Clerk (B), I Clerk Typist (B), and the Director's Secretary II.

The division was reorganized in FY 82 after Robert Hardesty succeeded Lee Smith as President and Theodore Marek succeeded Eugene Payne as VPFM. The reorganization resulted in the Personnel Office's reporting line changing to the the new Associate Vice President for Budgeting and Administrative Services position held by Harold Oldham.

SIGNIFICANT EVENTS - Began an extensive review of all personnel OL's to eliminate the unnecessary and consolidate where possible as the dismantling of President Lee Smith's unpopular OL system got under way; initiated the monthly Personnel Bulletin newsletter; renegotiated the University's insurance contract with Blue Cross/Blue Shield (then due to dissatisfaction with service, put the insurance contract out for bid); computerized vacation and sick leave records which required individual reconciliations back to the 1940's (then placed records on employee monthly earnings statements); implemented the 24/7 telephone job line recording for job vacancies; initiated a job referral program which required applicants to apply for specific jobs (replaced system where applicants just turned in an application and waited for the Personnel Office to match them with vacancies); expanded salary survey activity to include local, state, and national data; computerized active employee insurance records to permit "tape to tape" reconciliation with Blue Cross/Blue Shield (eliminating a manual system); and changed over to a new filing system for employee records.

FY '83 ORGANIZATION | SIGNIFICANT EVENTS

ORGANIZATION - FY 83 began with the transfer of the Affirmative Action Officer position to the Office of the President effective September 1, 1982. This move had been long sought by the Director and Affirmative Action Officer as a necessity to improve the effectiveness of AA/EEO activity. The staff now totaled 7 FTE and had no title changes during the FY.

SIGNIFICANT EVENTS - Completed a bid process and changed from the University's insurance carrier for over 30 years, Blue Cross/Blue Shield, to The Equitable; introduced a new job description format; revised the employment application; developed and introduced informational packets for new faculty and employees; relabeled and reorganized all personnel files in chronological date order; revised all new employee, payroll, and ORP/TSA forms; and implemented an exit interview process.

FY '84 ORGANIZATION | SIGNIFICANT EVENTS

ORGANIZATION - An internal reorganization occurred with the resignation of the Assistant Director. The Supervisor of Personnel Services was promoted to Assistant Director (B) and the Supervisor of Personnel Services position was reclassified to Personnel Representative (C). The staff FTE remained at 7.

SIGNIFICANT EVENTS - Revised the Staff Handbook for the first time since 1979 and adopted a regular biennial review schedule to coincide with the meeting of the Texas Legislature; reorganized the University Pay Plan; revised rules to determine ORP eligibility; created an Affirmative Action File as a source of minority candidates; implemented a tracking

system to ensure new employees received important personnel forms; renegotiated the group insurance contract; and prepared policy/position papers for the Employee Wellness Program (adopted FY 85), Staff Development Program (adopted FY 86), and the Biddle & Associates' (external consultant) Guidelines Oriented Job Analysis (GOJA) System (adopted FY 87).

FY '85 ORGANIZATION | SIGNIFICANT EVENTS

ORGANIZATION - A new Personnel Interviewer position was created for FY 85. It was hoped the Personnel Office could begin a formal first level applicant screening service. However, a delay in training funding, lack of office space, and increased workload demands in the Office prevented this service from ever materializing. In addition, the Director's Secretary II position was reclassified to Secretary III. The staff was now back up to 8 FTE including the Director, I Assistant Director (B), I Personnel Representative (C), 1 Personnel Interviewer (C), 1 Personnel Assistant (B), 1 Administrative Clerk (B), 1 Clerk-Typist II (B), and the Director's Secretary III.

SIGNIFICANT EVENTS - Developed a proposal for a comprehensive compensation system for all staff that included salaries based on market, a performance based merit plan, staff career ladders based on performance and longevity, a compensation based service award program, adoption of the Biddle GOJA System in place today, a salary stncture based on the public sector market (in place today), a career ladder based on performance (a forerunner to the current University Longevity Program), an increase in merit funding, and a savings bond award program based on longevity (concept included in the current University Longevity Program); conducted an extensive salary survey and accompanying implementation cost analysis; administered a local University employment freeze (Jan - Jun) which saved the University $600,000; renegotiated the University's group insurance contracts; revised the overtime policy and researched records to ensure correct balances; microfiched old personnel and payroll records (over 23,000 documents), assisted in the development of the faculty modified retirement policy; and prepared the Offce's first 5 year departmental strategic plan.

FY86-FY 90

OVERVIEW - This period was probably the most hectic and stressful in the history of the Office. It was a roller coaster ride from austerity to recovery that included both local and statewide hiring freezes, the introduction of energy conservation shutdown days and the 4 day summer workweek; introduction of the Biddle/GOJA job analysis system; heavy activity in

response to both federal and state legislation; initiation of a staff development (training) program; a temporary physical move of the Office off campus; an accelerated growth rate in faculty and staff from 1,585 to 1,872; and an Office FTE increase from 8 - 12 with many title changes.

The move off campus to the Chautauqua Centre (corner of North LBJ and Sessom Drive) was a most welcome one since the Kellam Building space had 11 employees and 6 student workers crammed into 5 offices, a converted storeroom, and a hallway; it permitted the Office to have a reception area for the first time ever; and it also allowed most staff to have an individual office or work space for the first time ever.

FY 86 ORGANIZATION | SIGNIFICANT EVENTS

ORGANIZATION - FY 86 began with the same 8 FTE and titles that existed as of the beginning of FY 85. However, increased clerical support demands, especially in getting information into the University's database, resulted in a new Data Entry Clerk being added to the Personnel Office staff in February 1986. This brought the staff to 9 FTE including the Director, 1 Assistant Director (B), 1 Personnel Representative (C), I Personnel Interviewer (C), 1 Personnel Assistant (B), 1 Clerk-Typist II (B), 1 Administrative Clerk (B), 1 Data Entry Operator (B), the Director's Secretary 111, and a contracted employee (T).

SIGNIFICANT EVENTS - Administered a mandated mid-year state-wide hiring freeze (Feb-Oct 1986); secured approval of the Biddle/GOJA classification system and began implementation preparations (required an audit study of all classified positions - 641 employees); recommended and carried out an insurance refund in excess of $300,000 to employee members of the University's group insurance program with funds returned by Blue Cross/Blue Shield; researched and awarded state service credit for student employment per an Attorney General ruling; initiated a staff development program using a contracted retiree from SWT; renegotiated the University's group insurance contract which for the first time included HMO's; revised the University's overtime policy to comply with state law; and recommended and introduced the University's energy conservation day program that continues to the present.

FY '87 ORGANIZATION | SIGNIFICANT EVENTS

ORGANIZATION - The FY 87 staff began with the same 9 FTE and titles as of the end of FY 86. However, the staff underwent some major changes during the year. The Administrative Clerk was moved from Benefits to Compensation at the start of the year. A new Personnel Representative position was added to Benefits in December 1986. The implementation of the Biddle/GOJA System in December 1986 brought the following reclassifications: Administrative Clerk to Personnel Assistant, Clerk-Typist II to Clerical Assistant, Data Entry Operator to Key Entry Operator, Secretary III to Senior Staff Secretary. A temporary Clerical Assistant II was added in May 1987 to help with summer enrollment. The Office profile went to 10 FTE including the Director, 1 Assistant Director (B), 2 Personnel Representatives (C)(B), 1 Personnel Interviewer (C), 2 Personnel Assistants (C)(B), I Clerical Assistant II (B), 1 Key Entry Operator (B), the Director's Senior Staff Secretary, 1 contract employee (T), and 1 temporary Clerical Assistant II (B).

SIGNIFICANT EVENTS - Posted, closed, and filled over 120 positions within two weeks when the hiring freeze was lifted in November 1986; implemented the Biddle/GOJA System in December 1986 (a process which included securing salary survey data and providing extensive cost analyses based on different scenarios of percentage of market); implemented policies and procedures to comply with the Federal Immigration and Reform Control Act of 1986, Consolidated Omnibus Budget Reconciliation Act (COBRA), and Federal Tax Reform Act; restored faculty sick leave balances per legislative action; developed a staff employee career ladder for review (today's ULP); renegotiated the University's group insurance contracts (added the first cafeteria plan for FY 88); and the Director became President of Personnel Administrators of Texas Senior Colleges and Universities (PATSCU) for the 1987 calendar year.

FY '88 ORGANIZATION | SIGNIFICANT EVENTS

ORGANIZATION - FY 88 saw the Office being formally reorganized into the three sections that exist today: Compensation (compensation, classification, employee relations, employment), Benefits (insurances, retirement, records management), and Administration (program and office direction). After the departure of the long time Assistant Director in November 1987, the position was reclassified to Manager, Compensation and Classification. One Personnel Representative position was reclassified to Manager, Employee Benefits. In recognition that the screening initiative never materialized, the Personnel Interviewer position was reclassified to Personnel Specialist.

The temporary Clerical Assistant II from FY 87 became permanent.

Thus the staff had reached 11 FTE, and the titles now included the Director, 2 Managers (C) (B), 1 Personnel Representative (B), 1 Personnel Specialist (C), 2 Personnel Assistants (C)(B), I Key Entry Operator (B), 2 Clerical Assistants (C)(B), and the Director's Senior Staff Secretary. Section FrE: Admin - 2, Comp - 4, Benefits - 5.

SIGNIFICANT EVENTS - Moved the Office off campus to the Chautauqua Centre (corner of North LBJ and Sessom Drive) while the Kellam Building underwent renovation; expanded the job description and salary survey program to unclassified staff; continued moving staff salaries toward market based on salary survey data; implemented the University's first cafeteria (Section 125) plan; renegotiated the University's group insurance contracts and served as advisor to Board Office in preparations to introduce a System-wide insurance program for all Texas State University System schools; and completed a comprehensive study of internal work procedures resulting in lifting of many clerical duties from the Director and Managers.

FY '89 ORGANIZATION | SIGNIFICANT EVENTS

ORGANIZATION - FY 89 saw one new Personnel Representative position added to the staff in January 1989 to function primarily as a classification specialist. This brought the staff to 12 FTE. Section FTE: Admin - 2, Comp - 5, Benefits - 5.

SIGNIFICANT EVENTS - Discontinued individual carrier insurance contracts when the TSUS schools went to a single System-wide contract; transferred the Staff Development Program from Personnel to become a separate office; transferred partial preparation of the campus telephone directory to Telephone Services; analyzed and commented on 70 legislative bills; completed implementation of a 3 year plan to bring staff salaries up to 1986 base rate market data; and implemented the mandated State Employee Incentive Program (SEIP).

FY '90 ORGANIZATION | SIGNIFICANT EVENTS

ORGANIZATION - FY 90 saw no increase in staff FTE but there were several title changes. The classification analyst Personnel Representative position was reclassified to Personnel Representative II, the Personnel Specialist position was reclassified to Personnel Representative I, the Personnel Representative position in Benefits had the "I" designation added, the Key Entry Operator was reclassified to Personnel Assistant, and the Senior Staff Secretary was reclassified to Administrative Secretary.

The staff totaled 12 FTE including the Director, 2 Managers (C)(B), 1 Personnel Representative II (C), 2 Personnel Representative I's (C)(B), 3 Personnel Assistants (C)(2B), 2 Clerical Assistant Ifs (C)(B), and the Director's Administrative Secretary. Section FTE: Admin - 2, Comp - 5, Benefits - 5.

SIGNIFICANT EVENTS - Began layout and design planning for the space assigned to the Office in the under renovation Kellam Building; updated and resubmitted the comprehensive compensation plan from FY 85; revised the University's grievance process; assisted the TSUS in renegotiating the System group insurance contracts including the addition of a new cancer plan and dental coverage; initiated development of the State's mandated sick leave pool program; and implemented reporting under the mandated State Human Resources Information System (HRIS).

FY91-FY95

OVERVIEW - This period was marked by a strong University-wide focus on customer service and planning. Bill Nance succeeded Theodore Marek as VPFM in 1993 and changed his and the division's titles to Vice President for Finance and Support Services and the Finance and Support Services Division. The Office again began reporting directly to the vice president. Customer satisfaction surveys, outreach programs in print and personal visits, joint projects with other groups, and department strategic plans all became standard activities for the Personnel Office. The change to the State's Uniform Group Insurance Program (UGIP) and the successful effort to get the administration to set salary markets and other compensation guidelines were major events. The move back to the Kellam Building provided a more modem and spacious home. The University continued to grow with an increase of faculty/staff headcount from 1,873 to 2,154. The Personnel Office increased staffing to 13 FTE.

FY '91 ORGANIZATION | SIGNIFICANT EVENTS

ORGANIZATION - There were no changes in number (12 FTE) or titles for staff in FY 91. Section FTE: Admin - 2, Comp- 5, Benefits - 5.

SIGNIFICANT EVENTS - Implemented a staff employee career ladder (current ULP) effective September 1990 to bring a 3-year process to a close; implemented the Sick Leave Pool; developed and implemented the Grants Administration Policy (GAP) (a comprehensive policy covering compensation, classification, and employment for grant titles which is still in effect today); continued layout and design planning for Kellam Building space; and assisted the TSUS in insurance negotiations for the System contract.

FY '92 ORGANIZATION | SIGNIFICANT EVENTS

ORGANIZATION - There were no changes in staff number (12 FTE) or titles in FY 92.

SIGNIFICANT EVENTS - Moved from the Chatauqua Centre to the Office's current space (Suite 340 - Admin/Comp and Suite 360 -Benefits) in the Kellam Building; began extensive

training and preparations to join the State's Uniform Group Insurance Program (UGIP) as mandated by the Texas Legislature; and developed and implemented a new University policy on contract labor.

FY '93 ORGANIZATION | SIGNIFICANT EVENTS

ORGANIZATION - VPFM Theodore Marek retired in January 1993 and was succeeded by William (Bill) Nance. In a reorganization of the division, the Personnel Office once again began reporting directly to the VPFM for the first time since the Spring of 1981. The Personnel Office was assigned a slot on the Business Services Council, which is composed of all direct reports to the vice president and meets with the vice president on a regularly scheduled weekly basis. The Director began to have staff meetings with the vice president about 2-3 times per month. One additional position was added to the staff during FY 93. The position initially appeared in the budget as an Accounting Clerk II due to a communication error but was reclassified to Clerical Assistant II prior to it being filled in February 1993. The staff now totaled 13 FTE and included the Director, 2 Managers (C)(B), 1 Personnel Rep II (C), 2 Personnel Rep I's (C)(B), 3 Personnel Assistants (C)(2B), 3 Clerical Assistant H's (C)(2B), and the Director's Administrative Secretary. Section FTE: Admin - 2, Comp - 5, Benefits - 6.

SIGNIFICANT EVENTS - Conducted the first Personnel Office triennial campus Customer Satisfaction Survey; initiated a two year outreach program where the Director and Managers visited all vice president, dean, and major administrative offices to gather and exchange data; developed the current quantitative performance evaluation system and piloted the system in the Physical Plant; chaired a committee that reviewed and determined that the Biddle/GOJA System continued to meet University needs; held SWT's first annual pre-retirement fair; purchased a new filing system for employee permanent records to transition from standard 4-drawer file cabinets to lateral files with color coded tabs; and changed procedures to reduce audit turnaround time to 2 calendar weeks.

FY '94 ORGANIZATION | SIGNIFICANT EVENTS

ORGANIZATION - A self-study of all Office positions resulted in 1 Clerical Assistant II in Benefits being reclassified to Personnel Assistant.

SIGNIFICANT EVENTS - Secured from President's Cabinet approval of a salary system based on market and the identification and method of comparison for market to be used in future salary surveys; created a financial strength rating summary report for ORP and TSA carriers that employees could use when considering a selection; transferred the faculty appointment process to Academic Affairs; initiated joint projects with Staff Council that created our current secretarial classification and University Longevity Pay programs; held the annual pre-retirement fair; and the Director chaired a panel of all TSUS personnel directors to develop a diversity manual for the TSUS system.

FY '95 ORGANIZATION | SIGNIFICANT EVENTS

ORGANIZATION - The staff remained at 13 FTE but implementation of the new secretarial study changed the Clerical Assistant II's to Administrative Assistant II's and the Administrative Secretary to Administrative Assistant III. The staff now included the Director, 2 Managers (C)(B), 1 Personnel Representative II (C), 2 Personnel Representative I's (C)(B), 4 Personnel Assistants (C)(3B), 2 Administrative Assistant II's (C)(B), and the Director's Administrative Assistant III. Section FTE: Admin- 2, Comp - 5, Benefits - 6.

SIGNIFICANT EVENTS - Conducted the first biennial salary survey with the new markets (university and local) and method of comparison approved by President's Cabinet in FY 94 (process included personal on-site visits to all 12 university market schools and a detailed cost analysis); completed a year long process with implementation of new secretarial classification system; began working on the New Employee Orientation Program for staff that is in place today; worked with Insurance Committee to develop a Patient Satisfaction Survey of medical service providers to SWT employees; designed and implemented the current faculty sick leave policy; held the annual pre-retirement fair; revised the Sick Leave Pool policy; analyzed and prepared comments on over 80 legislative bills; initiated intensified efforts that continue today to use the Personnel Bulletin and other e-mail to improve campus understanding of personnel policies and procedures; and assumed additional responsibility for reporting under the state HRIS.

FY 96-FY01

OVERVIEW - This period saw the continued emphasis on customer service, planning, and technology. A new Vice President for Information Technology was hired, and customer satisfaction surveys, outreach programs, and joint efforts continued as standard activities. Each staff member had a desktop personal computer by 1999, and the Office had acquired laser printers, a fax machine, and a scanner. An Office web page was established in FY 97. The Office also acquired a Systems Support Specialist position in June 2001 to help meet technology needs. The planning system became more streamlined, comprehensive, and automated.

The period also brought the State Auditor Management Controls Audit which required changes and responses over a period spanning about 2 years. And finally, the period produced the largest growth ever in faculty/staff when the headcount reached 2,455 in December 2000 - a growth of 301 over 1990.

FY 96 ORGANIZATION | SIGNIFICANT EVENTS

ORGANIZATION - The two Manager positions were reclassified to the Assistant Director title, but the staff FTE remained at 13.

SIGNIFICANT EVENTS - Revised policies and procedures in response to findings of a State Auditor Management Control Audit in the Fall 1995; conducted the second triennial Customer Satisfaction Survey; instituted office skills testing program for applicants; implemented the revised University Longevity Pay program that is in effect today; held the annual pre-retirement fair; developed and implemented a new newspaper job vacancy advertising process which saves the University departments over $20,000 annually; integrated Aquarena Springs employees into the SWT workforce; implemented the transition from State paid FICA to Benefit Replacement Pay; assumed responsibility as the intake office for staff wanting to use the SWT Mediation Program established in the Fall 1995; and secured a contract with Biddle & Associates to update the classification system to be ADA compliant.

FY 97 ORGANIZATION | SIGNIFICANT EVENTS

ORGANIZATION - The staff again remained at 13 FTE with no change in titles for FY 97.

SIGNIFICANT EVENTS - Conducted the biennial salary survey of local and university markets and accompanying cost analyses of implementation; continued revision of policies and procedures in response to the State Auditor Management Controls Audit; initiated an extensive training program for department leavekeepers and established a random auditing scheme for departmental leave records; made improvements to the automated leavekeeping system; held the annual pre-retirement fair; revised the compensation in excess of base pay policy; initiated a process to get updated job specifications and job descriptions (GOJA Booklets) for all staff employees; developed major revisions of the posting policy and instituted mandatory reference checking of applicants and verification of personal professional credentials; and implemented measures in response to findings of an audit by the SWT Internal Auditor.

FY '98 ORGANIZATION | SIGNIFICANT EVENTS

ORGANIZATION - FY 98 saw the staff increase to 13.125 FTE with the reduction of 1 Administrative Assistant II from full time to .625 FTE (December 1997) and the addition of another person with the Administrative Assistant II title at .5 FTE (January 1998). In addition, the remaining Administrative Assistant II position in Benefits was reclassified to Personnel Assistant. This change brought the staff to 14 people organized as follows: 1 Director, 2 Assistant Directors (C)(B), 1 Personnel Representative II (C), 2 Personnel Representative I's (C)(B), 5 Personnel Assistants (C)(4B), 1.125 Administrative Assistant II's (C)(2 people), and the Director's Administrative Assistant III. Section FTE: Admin - 2, Comp - 5.125, Benefits - 6.

SIGNIFICANT EVENTS - Implemented a new quantitative and standard based performance evaluation system in January 1998 (included extensive supervisory training in Fall 1997); continued development of a revised staff ULP; conducted a 75 day investigation in the Physical Plant as the result of a complaint filed by a terminating employee; implemented a new two part New Employee Orientation Program for staff in November 1997 (completed a 3 year process); implemented a mid-year (May 1999) pay plan revision; initiated revision of the smoking policy to make SWT a smoke free campus (a process that took 2 years for approval); held the annual pre-retirement fair; and conducted an extensive study of the employment status (employee vs. student and exempt vs. nonexempt) of students employed as Graduate Research Assistants.

FY 99 ORGANIZATION | SIGNIFICANT EVENTS

ORGANIZATION - The staff remained at 13.125 FTE (14 people) with no title changes in FY 99.

SIGNIFICANT EVENTS - Conducted the biennial salary survey of local and university markets and accompanying cost analyses of implementation; completed the State Auditor mandated project to secure job descriptions (GOJA Booklets) for all staff positions; implemented the current ULP in September 1998; initiated development of an online leave reporting system; secured approval to move the pre-retirement fairs from an annual to a biennial basis; put leave balances on the web; implemented an online employment history for employees to access; commented on 90 pieces of proposed legislation; continued research on obtaining an imaging system to replace paper files with electronic files; assumed full responsibility for HRIS reporting; and updated the content of the Staff Handbook, rewriting it into simpler language to improve readability from 16.6 years of education to the 8th grade level.

FY 00 ORGANIZATION | SIGNIFICANT EVENTS

ORGANIZATION - Effective with FY 00, the .5 FTE Administrative Assistant II position was increased to full time. This raised the staff to 13.625 FTE and included 1 Director, 2 Assistant Directors (C)(B), 1 Personnel Representative II (C), 2 Personnel Representative I's (C)(B), 5 Personnel Assistants (C)(4B), 1.625 Administrative Assistant H's (C-2 people), and I Administrative Assistant III. Section FTE: Admin -2, Comp - 5.625, Benefits - 6.

SIGNIFICANT EVENTS - Conducted the third Personnel Office triennial Customer Satisfaction Survey in October 1999; implemented a new Diversity Goal as part of the Personnel Office Strategic Plan (attended 6 job fairs targeting minorities and women); worked with Staff Council to determine if it was appropriate to change from the 12 small schools in the university market to the 10 largest Texas public universities; had the Staff Council Compensation Committee shadow the salary survey process to improve understanding and credibility for the process; initiated a study to automate the RFP multipurpose form used for posting positions and requesting audits; placed the Staff Handbook on the web for electronic access (discontinued publishing paper copy); held the preretirement fair; and implemented a new online leave reporting system.

FY '01 ORGANIZATION | SIGNIFICANT EVENTS

ORGANIZATION - FY 01 saw the reclassification of the full time Administrative Assistant II in Compensation to Personnel Assistant plus the addition of a new .5 FTE Administrative Assistant I (September 2000). In addition, a .67 FTE System Support Specialist II position was added in June 2001 and assigned to the Admin Section. These changes brought the staff to 14.795 FTE (16 people) with the following organization: 1 Director, 2 Assistant Directors (C)(B), 1 Personnel Representative II (C), 2 Personnel Representative I's (C)(B), 6 Personnel Assistants (2C)(4B), a .5 Administrative Assistant I (C), a .625 Administrative Assistant II (C), 1 Administrative Assistant III, and a .67 Systems Support Specialist II.

Section FTE: Adm in - 2.67, Comp' - 6.125, Benefits - 6.

SIGNIFICANT EVENTS - Conducted the biennial salary survey (included both small schools used in the past and the 10 largest schools since the decision to switch to large schools was not made until Spring 2001); implemented an automated system to track all staff performance evaluations; continued study for an electronic imaging system as part of a larger group when the project took on campus-wide status; initiated a process to have the Maximum Exclusion Allowance (MEA) calculated electronically on the mainframe; revised the staff employment policy to speed up the hiring process; improved the employment process by developing and placing a downloadable application on the web; undertook revision of local ORP/TSA vendor procedures to be followed if doing business on the SWT campus; continued working on an electronic RFP form; attended training in preparation of the Employees Retirement System's first ever online annual insurance emollment; initiated and recommended a major revision to the University's grievance procedure; received an Office ergonomics review for each position; recommended and implemented a new salary letter process (replaced a system that had been in place for 20 years); and prepared for the Personnel Office's first Comprehensive Peer Review scheduled for October 2001.

[END OF FY'01 PEER REVIEW]

FY'02 ORGANIZATION | SIGNIFICANT EVENTS | MAJOR ACCOMPLISHMENTS

ORGANIZATION – See Appendix FY'02

Personnel/HR began FY 02 with 14.6 FTE budgeted positions (16 people). One Administrative Assistant I was vacant but filled in December (Kimberly Longoria). The two Assistant Directors (Don Fehlis/Michelle Massey) joined the FAS Implementation Team in October which led to (1) promotion of Comp Sr HR Analyst (Lund) to interim Asst Dir for Comp and recruiting for new Sr HR Analyst and (2) recruiting for new interim Asst Dir for Benefits. Workers Comp position transferred back to HR from Physical Plant with incumbent Ruth Ross as HR Rep 6/02).

SIGNIFICANT EVENTS

Dr. Denise Trauth succeeds Dr. Jerome Supple as Texas State President (Aug); Completed Comprehensive Peer Review (Oct-Nov 01) which resulted in office name change from Personnel Office to Human Resources Office (4/02); joined the Future Administrative Systems (FAS) project and assigned both Assistant Directors to the FAS Implementation Team; proposed a university compensation policy (approved by Cabinet (July) and initiated a pay plan title relationship review with all divisions; did extensive research and analysis support for three university pay increases: State (9/1/01), University (11/1/01)(Assoc/Asst VP's and deans); University market (1/1/02); put Human Resources Bulletin online; and recommended and coordinated first annual TSUS Human Resources Director meeting at the TSUS Office in Austin (4/02).

MAJOR ACCOMPLISHMENTS – See Appendix FY'02

FY'03 ORGANIZATION | SIGNIFICANT EVENTS | MAJOR ACCOMPLISHMENTS

ORGANIZATION – See Appendix FY'03

Staffing remains at 16 people (14.6 FTE); Gayle Burrier (HR Asst) retires (2/28/03); Kimberly Longoria promoted to HR Asst but resigns after a month (6/6/03); Bobbie Brandenburg from outside HR fills Burrier's HR Asst slot 6/16/03; Kimberly Yeargan resigns from her Admin Asst II slot 8/22/03 and Deborah Matthews hired 8/18/03.

Two Assistant Directors (Michelle Massey/Don Fehlis) assigned to FAS project (but remain on Personnel Office budget which shows 18 people (17.5 FTE) and physically move out of HR Office (10/03), hired Interim Asst Dir-Benefits replacement (Joyce Manske-Sep), promoted from within (Jeff Lund) to interim Asst Dir-Comp, hired Linda Sendaula (9/03) from outside as interim replacement for Lund;

SIGNIFICANT EVENTS

Organization changes resulting from new FAS adoption (SAP); Documented HR processes and procedures in preparation for implementation of new FAS ERP platform; Linda Sendaula's hiring (Sep) was first exempt level African-American hire in HR; implemented a mid-year insurance rate and coverage change (May) as well as regular Summer Enrollment process which also included additional rate and coverage changes; implemented hiring freeze (1/24/03); began DPS background checks for security sensitive positions; initiated work with other offices to obtain an imaging system to move from paper to electronic files; implemented state mandated pay increases for certain positions (Mar); and coordinated and scheduled second annual TSUS HR Directors Meeting at TSUS Office in Austin.

MAJOR ACCOMPLISHMENTS – See Appendix FY'03

FY'04 ORGANIZATION | SIGNIFICANT EVENTS | MAJOR ACCOMPLISHMENTS

ORGANIZATION – See Appendix FY'04

No change in staff. Remains at 15 people (14.6 FTE) plus Fehlis and Massey still carried on budget even though working on FAS project in IT.

SIGNIFICANT EVENTS

Continued preparations for migration from Legacy IT system to SAP and for implementation of new PeopleAdmin online employment system; conducted culture survey within HR to improve communication (Fall 03); received approval from VPFSS to develop a monthly HR Forum program; HR Customer Satisfaction Survey conducted (Fall 03); Revised UPPS re: hiring of temp workers that hires had to be made from a temp services vendor approved by the university; initiated a paperless summer enrollment process; received approval to launch a monthly HR Forum in FY 04 as a new method to expand and improve HR communication; finalized required changes and responded to Texas Workforce Commission's Division of Civil Rights Audit; and coordinated and scheduled third annual TSUS HR Directors meeting at TSUS Office in Austin.

MAJOR ACCOMPLISHMENTS – See Appendix FY'04

FY'05 ORGANIZATION | SIGNIFICANT EVENTS | MAJOR ACCOMPLISHMENTS

ORGANIZATION – See Appendix FY'05

Staffing continues at 15 (14.6 FTE). Cindy Hugman separates 11/19/04; Joyce Manske completes her interim appointment (5/10/05) as Michelle Massey (Moritz) returns from FAS/SAP implementation team to resume duties as Asst Dir for Benefits (7/05); Ruth Ross retires (6/05) and is replaced by Rose Trevino (8/05); Linda Sendaula completes her temp appointment time as Sr HR Analyst (completion of FAS/SAP project) and leaves HR (6/05); Don Fehlis elects to stay with FAS/SAP project; Fehlis' Asst Dir position posted and Floyd Quinn (6/05) from SAO fills slot with Jeff Lund returning to previous SR HR Analyst position (6/05).

SIGNIFICANT EVENTS

Launched HR Forum (11/04)) modeled after similar UT-Austin program to "better communicate with campus departments on a variety of HR issues"; implemented new PeopleAdmin automated, paperless employment application system (EASY) (11/1/04); implemented new FAS/SAP HR ERP 12/1/04; and implemented new grant title system and job descriptions.

MAJOR ACCOMPLISHMENTS – See Appendix FY'05

FY'06 ORGANIZATION | SIGNIFICANT EVENTS | MAJOR ACCOMPLISHMENTS

ORGANIZATION – See Appendix FY'06

Authorized Staff goes to 16 FTE when Stanford Moore increases time from .66 to full time (9/06) but falls to 15.75 when Teresa Duggins fills Hugman's HR Asst slot at .75 time (9/06); HR Rep Mary Riley retires 1/31/06 and replaced by Heather Phillips; and Kathleen Mahan-Michaud new hire replaces Phillips (2/13/06).

SIGNIFICANT EVENTS

President's Cabinet approves using CUPA-HR data for university market titles; developed degree validation process for job titles; Launched first Managing@ TXSTATE course for staff; Implemented first of 3 required FLSA minimum wage adjustments to $5.85 per hour (Jul); conducted HR Customer Satisfaction Survey; implemented an online exit survey; implemented ORP/TDA Vender Certification process; secured approval, selected vendor, and implemented applicant background checks; formally established a university Work Life Program on a 20-25% FTE basis; initiated feasibility study to create a Master Data Center for payroll/PCR/ and organization management as part of HR; reduced job audit turnaround time from 25 to 8 days or less; implemented required monthly training/information program for all HR employees call "US"; initiated new recognition program for HR staff for years of service in HR Office with awards of mementos for 5 year milestones plus gift cards from the Director at personal expense; the Director pushed the decision for monetary awards down to two positions that were below the Assistant Dir level to give them management experience in handling compensation decisions for staff members (was a great and interesting learning experience to watch); and coordinated the TSUS HR Directors Meeting at the TSUS Office in Austin.

MAJOR ACCOMPLISHMENTS – See Appendix FY'06

FY'07 ORGANIZATION | SIGNIFICANT EVENTS | MAJOR ACCOMPLISHMENTS

ORGANIZATION – See Appendix FY'07

Began FY with 16 staff (15.75 FTE); Mahan-Michaud resigns (10/6/06) and replaced by new hire Ashley Croan (11/6/06); Emma Ando (Robillard)(HR Supv) resigns 12/31/06 and Heather Phillips promoted to her slot (12/06); Erin Weaver new hire replaces Phillips (1/8/07) but resigns 8/07); AA III Paola Campesi resigns 1/16/07 and replaced by new hire Deborah Matthews (3/19/07); Brenda Downey replaces Matthews (4/07).

SIGNIFICANT EVENTS

Adopted CUPA-HR salary survey data for Athletics titles replacing Southland Conference data; prepared data and various cost scenarios for President's Cabinet for university market increases projected for November 2007; implemented limited local market increases (5/07); implemented second federally mandated FLSA minimum wage increase (7/07); successfully implemented a comprehensive validation program for job titles requiring degrees and employee testing; combined Benefit Replacement Pay (BRP) into base salary and created eligibility records; completed re-labeling of all active employee files to replace SSN with Texas State ID number; secured approval to establish the Master Data Center (MDC) to be effective 11/1/07; secured approval which authorized payment of college tuition with departmental funds for job-related academic courses; implemented previously approved extensive background check program for regular staff using a third party vendor (9/01); HR and Texas State received national recognition by CUPA for our HR policies on faculty sick leave, employee wellness, retiree benefits, and HIV/AIDS management; 3 HR employees recognized as Employee of the Month. Note: First and last time that one office has had 3 recipients); and initiated program to further brand HR by authorizing the purchase of polo shirts for every current and new HR employee (9/06).

MAJOR ACCOMPLISHMENTS – See Appendix FY'07

FY'08 ORGANIZATION | SIGNIFICANT EVENTS | MAJOR ACCOMPLISHMENTS

ORGANIZATION – See Appendix FY'08

HR goes to 19 authorized staff (18.75 FTE) with addition of transfer of Vallejo from Career Services (9/08) and new HR Analyst position in Comp; Croan promoted to HR Rep to replace Weaver (9/1/07); Lisa Vallejo (Gonzalez) transfers from Career Services to HR with her position and assigned HR Analyst title (9/2/07); secured funding and hired Employment Manager Tammy Coyle (3/24/08); Patrice Frost replaces Croan (1/08) and resigns (1/08); Cindy Keilers new hire replaced Patrice Frost (2/11/08) to fill Frost's Sr HR Asst slot; Kayla Socha replaces Downey (2/1/08); Master Data Center established in JCK 314 with 3 employees (Roxana Weaver as Mgr), Lisa Vallejo (Gonzalez) and Rosie Olivo who transfers from Comp).

SIGNIFICANT EVENTS

Implemented staff university market/pay plan structure adjustments 11/1; implemented 2nd of 3 mandated FLSA minimum wage adjustments to $6.55 per hour; launched first Managing@TXSTATE for Deans and Chairs; established the Master Data Center (MDC) in JCK 314 for staff and student PCR processing; Workers Comp function moved to Environmental Health, Safety & Risk Management; transition HR Bulletin from paper to electronic; added relocation services through Global Mobility Solutions; added JobElephant job advertising service; implemented a formal Work Life program with Work Life Coordinator expanding from 75% time to full time; hired an Employment Manager; and conducted a self-study in preparation for FSS Division peer review.

MAJOR ACCOMPLISHMENTS – See Appendix FY'08

FY'09 ORGANIZATION | SIGNIFICANT EVENTS | MAJOR ACCOMPLISHMENTS

ORGANIZATION – See Appendix FY'09

Staffing stays at 19 authorized positions (18.75 FTE); Reclassified two Assistant Directors to Associate Directors (9/01); Vanessa Salazar fills vacant HR Analyst (1/1/09) and Ranita Williams replaces Socha in AA II position (8/17/09); System Support Spec Stanford Moore resigns (6/19/09) and is replaced by John Mark Leamons (8/09).

SIGNIFICANT EVENTS

Managed faculty and staff benefits program which included (1) conducting the FY 10 online annual Summer Enrollment process for over 3600 eligible faculty, staff, and graduate students which saw almost 500 individual assistance contacts and (2) implemented new federal 403b regulations which included drafting ORP and TDA plan documents, securing information sharing agreements from current vendors, and transitioning employees enrolled with non-compliance vendors; managed staff employment process through administering the EASY online application system which produced over 12,500 applications for 373 job postings, conducting 1030 Criminal Background Checks, administering over 300 OPAC Employment Tests, and researching and preparing for implementation of the federal E-Verify system; managed the staff compensation process through providing market and pay plan structure recommendations, implementing the third federally mandated minimum wage increase to $7.25 per hour (7/09), processed over 20,000 PCR's, and conducted 131 new position/reclassification job audits; and continued to develop new and upgraded strategic/non-strategic metric management reports for senior Texas State administrators.

MAJOR ACCOMPLISHMENTS – See Appendix FY'09

FY'10 ORGANIZATION | SIGNIFICANT EVENTS | MAJOR ACCOMPLISHMENTS

ORGANIZATION – See Appendix FY'10

Authorized staffing remains at 19 (18.75 FTE) and year begins with all positions filled (9/1/09); Croan resigns (7/12/10) and replaced by Heather Houston (7/19/10); Mathews retires (1/31/10) and replaced through promotion of Cindy Keilers (2/1/10) as AA III. Julie Erickson hired from Financial Aid to fill Keiler's Sr HR Asst slot in Benefits.

SIGNIFICANT EVENTS

Implemented new federal race and ethnicity categories in SAP; completed draft of HR Profile management tool; secured approval and funding to hire Suzanne White (consultant) to develop and produce an administrative support staff training course; implemented Bobcat Balance EAP/Work Life resources program with third party vendor; Director (McBride) and Assoc Dir (Moritz) led peer review of UT-Pan American (3/10); implemented hiring freeze for non-faculty, non-grant and non-student positions (5/10); continued preparations for response to possible HINI (Swine Flu) pandemic; launched Bobcat Balance EAP/Work Life program (3/10); and implemented mandatory pre-employment alcohol and drug testing for security sensitive positions.

Fall Student Enrollment - 30,803 | Fall Faculty, Staff, and Student Employees – 6,924

MAJOR ACCOMPLISHMENTS – See Appendix FY'10

FY'11 ORGANIZATION | SIGNIFICANT EVENTS | MAJOR ACCOMPLISHMENTS

ORGANIZATION – See Appendix FY'11

Employment Coord Coyle resigns 11/24/10 and replaced by new hire LynnAnn Brewer (5/1/11); Julie Eriksen is promoted to new HR Analyst position in Compensation (7/3/11);

SIGNIFICANT EVENTS

Implemented HR Profile management tool; HR appointed as charter member on Council For Funded Research (10/10); invited by ORSP to be regular contributor to ORSP newsletter; Management Advisory Group (MAG) established (11/10) and began meeting on quarterly basis (Dir and Assoc Dir HR, Chief Diversity Officer, Univ Atty, ADA Coord); HR included in FSS Customer Satisfaction Survey for first time instead of having its own survey; changed Bobcat Balance/EAP vendor from UT-Advantage to Univ of Texas Employee Assistance Program (UTEAP); secured approval for $70,000 grant from the Texas Dept of State Health Services to implement a mother friendly workplace (6/11); rolled out electronic PCR; and responded to OFCCP audit with help of Biddle and Associates consulting firm.

Fall Student Enrollment - 32,572 | Fall Faculty, Staff, and Student Employees – 7,117

MAJOR ACCOMPLISHMENTS – See Appendix FY'11

FY'12 ORGANIZATION | SIGNIFICANT EVENTS | MAJOR ACCOMPLISHMENTS

ORGANIZATION – See Appendix FY'12

Katie Bonner replaces Julie Eriksen as Sr HR Asst in Benefits (9/1/11); Williams resigns (2/1/12) and is replaced by Deana Townsend (4/16/12); Cindy Keilers resigns (6/12) and then returns (7/12); ; Floyd Quinn resigns (6/12);

SIGNIFICANT EVENTS

HR has a featured article in the first ORSP Newsletter (9/1); HR launched a dedicated website on HR homepage (5/12) designed to address specific research and grant-funded HR policies and practices; HR developed initiatives to identify the best recruiting sources for staff diversity applicants; continued to provide the monthly HR Diversity Tracking Report (tracks hiring of all applicants) to President's Cabinet and Chief Diversity Officer; officially begin contract with new UT-EAP vendor for Bobcat Balance/Work Life program (9/1); implemented statement of work elements of $70k grant from Texas Dept of State Health Services for establishing a mother friendly workplace; work of Administrative Support Services Committee brings national and state recognition; and three local vendors chosen to provide temporary services employees.

Fall Student Enrollment - 34,087 | Fall Faculty, Staff, and Student Employees – 7,262

MAJOR ACCOMPLISHMENTS – See Appendix FY'12

FY'13 ORGANIZATION | SIGNIFICANT EVENTS | MAJOR ACCOMPLISHMENTS

ORGANIZATION – See Appendix FY'13

Restructured HR (9/1) resulting from departure of one Associate Director in June 2012. Restructuring included moving Master Data Center (MDC) to report to Associate Director in Benefits, establishing a Manager, Benefits (Heather Phillips) position through reclassification action, assigning the Managers of Compensation and Employment to report to Director, and Tammy Coyle returns to fill a new Employee Relations Coordinator position (9/12). Began with 18.75 authorized FTE with new Employee Relations Coordinator position vacant and subsequently filled by Coyle 9/12. Changes during the FY included Townsend resigns (3/8/13) and replaced by Connie Buscha (Brownson)(5/1/13); Phillips resigns (4/1/13) and replaced by Heather Steed (Houston) through promotion; and Deborah DeLa Cruz (new hire) replaces Steed (Houston).

SIGNIFICANT EVENTS

Restructured HR organization and reporting relationships (9/1); notified that we had passed Office of Federal Contract Compliance (OFFCP) audit with no findings (10/29); recommended Beneplace replace LifeMart as provider of voluntary employee discounts for consumer products (3/18); and implemented WorkSTEPS Physical Skills Assessment Testing Program through San Marcos based Physical Therapy & Rehab Concepts (PTRC) (4/1); and secured approval to issue an Request for Proposal (RFP) for outside consultant to evaluate and recommend changes to the university's staff performance evaluation policy/procedures (Spring 2013) with Sibson Co. selected (Summer 2013).

Fall Student Enrollment - 34,225 | Fall Faculty, Staff, and Student Employees – 7,532

MAJOR ACCOMPLISHMENTS – See Appendix FY'13

FY'14 ORGANIZATION | SIGNIFICANT EVENTS | MAJOR ACCOMPLISHMENTS

ORGANIZATION – See Appendix FY'14

Professional Development (5 positions in JCK 460) (Marsha Moore, Karen Hollensbe, Pat Corley, Patty Duran, Carol Smith) transferred to Human Resources from Academic Affairs (9/1). Other changes included filled new Sr HR Analyst position (Vanessa Salazar returns 1/6/14) to bring HR to 23.75 FTE. Connie Brownson moves to Prof Dev to replace Smith (11/17/13) and is replaced by new hire Stacia Moore (12/16/13); Teresa Duggins increases FTE from .75 to full time (8/14). Keilers reclassed to Sr. HR Asst. Bonner resigns (11/11/13) and returns (12/11/13) to same Sr. HR Asst position. Olivo retires (8/31/14).

SIGNIFICANT EVENTS

McBride promoted from Director to Assistant Vice President for Human Resources (9/1); Professional Development transferred from Academic Affairs to Human Resources (9/1); Sibson formally selected to evaluate staff performance evaluation policy/procedures (Fall 2013) with contract formally approved April 2014; renovations to JCK 340 and 360 completed (4/15); HR awarded JCK 314 Office Suite and entered into partnership with Facilities to renovate the space for HR needs; initiated focus group to track credentials; participated in FSS Customer Satisfaction Survey; launched new training for administrative research support training; and secured approval for a reorganization involving several positions to be effective 9/1/14 (FY 15).

Fall Student Enrollment - 35,546 | Fall Faculty, Staff, and Student Employees – 7,704

MAJOR ACCOMPLISHMENTS – See Appendix FY'14

FY'15 ORGANIZATION | SIGNIFICANT EVENTS | MAJOR ACCOMPLISHMENTS

ORGANIZATION – See Appendix FY'15

Bonner promoted to HR Analyst to replace Olivo (9/14); New Org/Dev/Tng Spec position approved for HR, but position reclassed to HVAV Mechanic and transferred to Facilities. In return, Facilities transferred a Training Specialist (Joe Piazza) and a Trainer, Custodial Services (Margaret Cameron) to HR Prof Dev. Current 75% time HR Asst (Duggins) increased to 100%...all effective 9/1/14 to move authorized HR FTE to 26. Patty Cano replaces Buscha (9/8/14): Sandra Ramirez (12/1/14) hired to replace Stacia Moore who resigned (11/2/14). Piazza retires (12/31); Leah Cuellar fills Bonner's Sr HR Asst (10/14).

SIGNIFICANT EVENTS

Secured TSUS approval to hire outside consultant (Husch/Blackwell) for Affordable Care Act (ACA) implementation; did planning in Fall to formulate a response to a possible Ebola pandemic; secured approval to add PeopleAdmin Onboarding Module; completed Phase II of Sibson performance evaluation process (6/15); kicked off project to image HR records and move away from paper; introduced new online nepotism reporting form and procedure; audited 365 GRA titled positions and found 168 that did not meet federal requirements; and design and funding approved for JCK 314 renovation (8/15).

Fall Student Enrollment - 36,739 | Fall Faculty, Staff, and Student Employees – 8,114

MAJOR ACCOMPLISHMENTS — See Appendix FY'15

FY'16 ORGANIZATION | SIGNIFICANT EVENTS | MAJOR ACCOMPLISHMENTS

ORGANIZATION – See Appendix FY'16

Laura Gonzalez hired to fill new HR Representative for Communication/Org Dev position reporting to V. Salazar (4/18/16) who was reclassed to Comm & Org Dev Specialist. HR FTE remained at 26 (with retirement of Joe Piazza in previous fiscal year. Roxanna Weaver retires (8/31/16).

SIGNIFICANT EVENTS

Implemented Patient Protection and Affordable Care Act (ACA) (9/1) including implementation of tracking process for 1095C forms (3/16); implemented PeopleAdmin version 7.0 to upgrade our electronic application system which had not been upgraded since implementation in 2004 (1/16); implemented electronic E-Verify/I-9 system; completed Unit Program Review (peer review)(1/16) with plan of action approval of VPFSS (7/16); launched revised performance management system (6/16); passed Texas Workforce Commission, Civil Rights Division audit of Personnel Policies and Procedures (7/16); completed renovation of Suite 314 with 5 new offices (5/16); President's Cabinet approves permanent funding for Wellness Program (7/16); won THEHRA Innovation award for 2015 rollout of new automated nepotism reporting form and tracking process; and implemented requirements of several new legislative requirements.

Fall Student Enrollment - 37,979 | Fall Faculty, Staff, and Student Employees – 8,209

MAJOR ACCOMPLISHMENTS — See Appendix FY'16

FY'17 ORGANIZATION | SIGNIFICANT EVENTS | MAJOR ACCOMPLISHMENTS

ORGANIZATION – See Appendix FY'17

HR began FY'17 with 25 employees and one Sr HR Asst vacancy in Benefits which was filled by Melissa Demers (10/16); Weaver's position reclassified to Sr HR Analyst and filled through promotion of Bonner (9/2/16; Julie Eriksen transfers to Equity and Inclusion (11/12/16) and is replaced by Blake Bissing (8/21/17); a new HR Asst position in Work Life authorized and filled by Josh Arguelles (12/1/16); De La Cruz promoted to HR Analyst position in Comp (1/15/17). Leah Cuellar promoted to HR Rep (1/18/17); Lori Kinser replaces Cuellar (3/20/17); Mark Leamons retires (12/31/16) from HR Info Specialist position and replaced by Jordan Guerrero (5/1/17) with position move to Org Dev and Comm (1/17); Pat Corley retires from AA II position in Prof Dev (5/31/17); Tammy Coyle changes to a direct report to AVPHR and a new Sr HR Asst (filled by Leah Brown)(4/17) position added to her supervision.

SIGNIFICANT EVENTS

Several personnel actions and HR restructured to establish separate ER section and 2 new positions added to HR budget; received funding for 4 new NSNR positions for records imaging project; new DOL FLSA changes put on hold by court case on day before our implementation (11/16); continued work on military occupation specialty (MOS) military cross-walk for our pay plan titles; initiated and held first annual HR fall Planning Retreat at Meadows Center (11/16); and totally revamped 75% of HR website.

Fall Student Enrollment - 38,808 | Fall Faculty, Staff, and Student Employees – 8,389

MAJOR ACCOMPLISHMENTS – See Appendix FY'17

FY'18 ORGANIZATION | SIGNIFICANT EVENTS | MAJOR ACCOMPLISHMENTS

ORGANIZATION – See Appendix FY'18

HR begins FY 18 with 27 authorized FTE. Coyle reclassed to Mgr, Employee Relations (9/1/17); Elizabeth (Ellie) Cruz replaces retired AA II Pat Corley (10/17); Marsha Moore retires (8/18).

SIGNIFICANT EVENTS

Performance Management System revised; initiated work on staff Job Title Consolidation Project to reduce number of pay plan titles from 700+ to 250-300; visited all Texas NRU/EMRU institutions to study their hiring and position audit processes; initiated collaboration with Financial Services to create University Business Administrator training; completed development of First Line Supervisor/ Manager training course (Leadership Essentials); and developed and implemented GED Reward Program for university employees; and military crosswalk of Military Occupational Specialty (MOS) codes to Texas State Pay Plan titles completed and rolled out (5/18).

Fall Student Enrollment - 38,666 | Fall Faculty, Staff, and Student Employees – 8,640

MAJOR ACCOMPLISHMENTS – See Appendix FY'18

FY'19 ORGANIZATION | SIGNIFICANT EVENTS | MAJOR ACCOMPLISHMENTS

ORGANIZATION – See Appendix FY'19

HR begins FY 19 with 31 authorized FTE and 30 slots filled with one HR Rep vacancy (Heimbach).

HR RESTRUCTURES

Vanessa Salazar promoted to replace Marsha Moore as Mgr of Prof Dev (OrgDev&Comm) and Laura Gonzalez promoted to fill Salazar's OrgDev/Comm Specialist position (9/18); Bonner reclassed to Mgr MDC (10/1/18); Sandra Ramirez and Ellie Cruz reclassed from AA II to HR Asst (10/1/18); Samantha Heimbach recruited to fill Gonzalez' slot (12/18) but subsequently resigns (7/27/19); Jeff Lund retires and is replaced by promotion of Blake Bissing (9/18); Emily Himes recruited to fill Bissing's HR Analyst slot (11/18); Cindy Keilers moves to ER and reclassified to ER Specialist (1/19); Karen Hollensbe resigns (3/19) and is replaced through promotion by Patty Cano (5/19); Ellie Cruz promoted into Cano's old position and reclassed to HR Rep (5/19); Leah Brown's Sr HR Asst position in ER transferred to Employment and reclassified to HR Representative (5/19); Carol Alvarez fills a new HR Asst position in ER (7/1/19) to fill void left by transfer of Brown to Employment; Bobbie Brandenburg retires (12/31/18) and is replaced by a returning Deana Townsend (6/24/19); Alicia Barthel recruited as Talent Acquisition Partner (8/5/19); Kelly Dunn recruited to fill Keiler's Sr Admin Asst position (1/7/19); Margie Cameron retires (2/28/19) and is replaced by Melissa Demers through promotion from Benefits (5/26/19); Jessica Sedlachek replaces Demers (8/5/19); Guerrero resigns 7/21/19) and replaced by Armando Castillo (8/5/19); Madison Pfeiffer fills Cruz's old HR Asst position (8/12/19).

SIGNIFICANT EVENTS

Many personnel changes and HR restructured and with objectives to (1) address the need for more professional level (exempt) help in Employee Relations, (2) move to a more proactive recruiting approach in Employment, and (3) strengthen the Compensation program; continued work on employee personal benefits calculation tool; continued work on system to implement and track Licenses, Credentials, and Certifications (LCC's) and the Joint Title Consolidation project; conducted salary review for mid-year pay increases; implemented University Longevity Program (ULP) policy changes; began shift to more active (rather than passive) recruiting approach; revamped NEW II and continued progress on Business Process Certificate (HR Essentials) and Leadership Essentials professional development programs.

Fall Student Enrollment - 38,644 | Fall Faculty, Staff, and Student Employees – 8,883

MAJOR ACCOMPLISHMENTS – See Appendix FY'19

FY'20 ORGANIZATION | SIGNIFICANT EVENTS | MAJOR ACCOMPLISHMENTS

ORGANIZATION – See Appendix FY'20

The staff totaled 31 full time (FTE) positions with the addition of a new Talent Acquisition Partner and the increase in FTE from .5 FTE to full time of the ER Administrative Assistant II (and subsequent reclassification to Human Resources Assistant). Jeremy Thomas recruited to fill Heimbach's HR Rep position (9/16/19). Due to a reorganization announced in April, the entire Employment function (5 positions – Brewer, Barthel, Brown, Townsend, Alvarez) to be transferred to new VPUAdmin division which consolidated Compliance, Title IX, ADA, Equity/Diversity/Inclusion, and Talent Acquisition under one divisional umbrella) with target date of 9/1/20.

SIGNIFICANT EVENTS

Moved to a proactive recruiting posture to include adding Talent Acquisition to Employment function; implemented new DOL mandated FLSA reg changes including moving new Exempt threshold to $684 per week and making position classification changes as appropriate effective Jan 1 to include implementing new and simpler Non-Student Non-Regular pay classifications based on EEO category; moved all 30 HR staff to remote working status in March (keeping Office open with only 1 greeter person on rotating basis), implemented local and federal requirements and accompanying website FAQ's for the Families First Coronavirus Response Act (FFCRA), and prepared and submitted budget cuts in response to COVID-19 pandemic; completed and implemented revised Managing@Tx State and Business Certificate Process courses; began transition collaboration with new AVP for Diversity/Equity/Inclusion for transfer of HR positions; completed Job Title Consolidation project and prepared for functional title rollout (official pay plan titles delayed until SACS complete in Spring 2021); completed 3 year imaging project which moved almost 150,000 paper records to electronic storage, Org/Dev & Comm made presentation at National CUPA Conference in Denver (Aurora), Co.; responded to DOL FLSA complaint received in June; and as Association Historian, updated, compiled, published and distributed Texas Higher Education Human Resources Association (THEHRA) 45th Year History (8/20).

In attempt to mitigate $39 million in budget cuts in response to Coronavirus pandemic, university offered in May the Voluntary Separation Incentive Program (VSIP) which included a buyout of 50% of one year's salary for those wishing to separate or willing to retire effective 8/31/20. Four HR staff applied and were approved for the program with 3 of the HR staff (AVP/HR-McBride, Assoc Dir-Moritz, Sr Admin Asst-Dunn) following through with the acceptance and retiring effective 8/31/20. The 4th HR staff member (Selvera) ultimately declined acceptance and remained on staff.

Fall Student Enrollment - 38,187 | Fall Faculty, Staff, and Student Employees – 8,701

MAJOR ACCOMPLISHMENTS – See Appendix FY'20

FY'21 ORGANIZATION | SIGNIFICANT EVENTS | MAJOR ACCOMPLISHMENTS

ORGANIZATION – See Appendix FY'21

The staff totaled 26 full time (FTE) positions after transfer of Employment (5 positions - Brewer, Barthel, Brown, Townsend, Alvarez) to VPUAdmin Div; Office of Institutional Inclusive Excellence for Faculty and Staff Initiatives (9/1); HR Assistant Madison Pfeiffer resigns (12/1/20) and replaced by Samantha Williams (2/27/21); Carole Clerie appointed as Texas State AVPHR (3/15/21);

SIGNIFICANT EVENTS

Employment section/function transfers to VPUAdmin -5 positions (9/1); AVPHR- McBride), Assoc Dir- Moritz, and Sr Ad min Asst- Dunn) return to work (10/1) part time to aid in transition to new AVPHR for which recruiting was initiated through Witt-Keiffer executive search firm; continued with remote working schedule for all HR staff except AVPHR and Assoc Dir; continued to administer Families First Coronavirus Relief Act (FFCRA) until its expiration (12/31/20); Texas State is forced to close 2/11-2/19 in response to "100 year" winter weather snow and ice storm; McBride completes transition period and Carole Clerie replaces McBride as AVPHR to become Texas State's 5th CHRO (3/15/21);

Fall Student Enrollment - 37,812 | Fall Faculty, Staff, and Student Employees – 7,419

MAJOR ACCOMPLISHMENTS – See Appendix FY'21

FISCAL YEAR 2002

Southwest Texas State University
Personnel Office Staff

John E. McBride
Director, Personnel
jm05@swt.edu

Stanford Moore *sm36@swt.edu*
Systems Support Specialist II
Hardware/Software Support and Training; Systems, Networks, Databases & Peripherals Maint; Webpage; Applications Development

Paola Campesi *pc04@swt.edu*
Administrative Assistant III
Administrative Support, Mediation Intake, SWT Suggestion Program, Personnel Bulletin, Organization Charts

Don Fehlis *ef02@swt.edu*
Assistant Director, Personnel
Compensation, Classification, Employee Relations, Employment, Salary Review, Performance Appraisal

Michelle Massey *mm10@swt.edu*
Assistant Director, Personnel
Retirement Programs, Group Insurance Programs, Leave and Absence Records, Personnel Records Maintenance

Compensation / Employment / Employee Relations

Jeff Lund *jl21@swt.edu*
Personnel Representative II
Job Audits, GOJA Books, Descriptions, Specifications, Pay Plan, Salary Surveys, FLSA/Comp Time, Research

Roxie Weaver *rw08@swt.edu*
Personnel Representative I
Appointment Processing, RBC's, Overtime Payments, Employment, Testing, Performance Appraisal Tracking

Rosie Olivo *ro03@swt.edu*
Personnel Assistant
Job Postings (RFP's), Job Ads, Overtime Payments, RBC's, Applicant Logs, Advertising IDT's

Gayle Burrier *vb04@swt.edu*
Personnel Assistant
Job Postings (RFP's), Job Ads, Coordination with Texas Workforce Commission, Applicant Logs, I-9's

Kim Yeargan *ky02@swt.edu*
Administrative Assistant II
Reception, Application Processing, Position Inquiries, Label Distribution

Employee Benefits / Records Management

Mary Riley *mr02@swt.edu*
Personnel Representative I
State Longevity, Dual Employment, Retiree Database, Unemployment Claims, Retirement, Teacher Service Records, Salary Spread

Emily Ando *ea01@swt.edu*
Personnel Assistant
Insurance Processing and Data Entry, New Hires, TRS Inquiries, Termination Checkout

Selma Selvera *ss24@swt.edu*
Personnel Assistant
Leave Reports (Sick, Vacation, Comp Time, Other Paid Leave), RBC Calculation Worksheets, Sick Leave Pool, FMLA, LWOP

Cindy Hugman *ch24@swt.edu*
Personnel Assistant
Personnel Records Maintenance, Prior State Service Verification, Employment Verification, New Hires, Termination Checkout

Heather Phillips *hp12@swt.edu*
Personnel Assistant
W-4's, Insurance, Employment Verification, BRP, New Hires, Term Checkout, Insurance, Savings Bonds, Pers Data Wksheets, EIC

Effective 09/01/01

John McBride

From: John McBride [jm05@swt.edu]
Sent: Monday, September 30, 2002 1:40 PM
To: 'Bill Nance'
Cc: 'Nancy Nusbaum'
Subject: FY 02 Human Resources Operating Statistics and Major Accomplishments

Bill,

Here are the FY 02 Human Resources Operating Statistics and Major Accomplishments.

MAJOR ACCOMPLISHMENTS

- Completed Comprehensive Peer Review (Oct-Nov 01) which resulted in office name change to Human Resources (4/02), addition of new core process of Communication which led to new HR Bulletin feature of Ask The Director and reinstitution of annual goodwill visits to all College Councils in Spring 02, and a reorganization of HR with several reclassifications of HR staff (4/02) and reacquisition of Workers Compensation function (6/02)

- Joined FAS Project; Assigned 2 Asst Dir's (Massey/Fehlis) to implementation team; promoted Sr. HR Analyst (Lund) to Interim Asst Dir (Fehlis shadow); hired new Sr HR Analyst (Sendaula); hired new Interim Asst Dir (Manske as Massey shadow). Sendaula is first ever African American female in an exempt position in HR.

- Proposed an SWT compensation philosophy and initiated a pay plan title relationship review with all divisions (4/02)

- Initiated new process of providing strategic reports to VPFSS. Reports included:
- FLSA and State Comp Time paid per division, per department, per individual by FLSA and State Comp Time category. Recommended discontinuance of pay for state comp time resulting in $60-80,000 annual savings and getting University in compliance with state law.
- Benefits as a percentage of salary
- Health care costs and effects on university/state pay increases
- Performance evaluation completion status reports
- Generation report showing breakdown of SWT employees by age groupings
- Cost of vacation payments to faculty administrators returning to the classroom and their use of vacation/comp time
- Cost of new positions established by audit
- Advertising costs for posted positions with recommendations for saving $98,000 per year
- Sick and Vacation usage by division, by department, by individual

- Collaborated with Director of Equity and Access to revise job posting language and candidate evaluation procedures

- Revised UPPS's: 04.04.06 Dual Appointments, 04.04.11 Classification and Compensation Policy, 04.04.12 Compensation in Excess of Base Salary, and 04.04.52 Retirement Programs

- Revised FSS PPS's: 04.04.01 University Organization Charts, 04.04.03 Holidays, 04.04.04 Administrative Appointments

- Did extensive research and analysis support for implementation of 3 pay increases: State (9/1/01), University (11/1/01) (Asst/Assoc VP's and Deans), University Market (1/1/02)

- Put the Human Resources Bulletin on-line (9/1/01)

- Held biennial Retirement and Financial Planning Fair (3/02)

- Met two year SPI goal of reclassifying .5 FTE Administative Assistant position to Administrative Assistant II

Operating Statistics - Compensation

Prepared 09/25/02

		FY99	FY00			FY01			FY02		
RBC Forms		1974	2019			2144			2337		
OT Payment Forms		1474	1626			1616			1574		
Audits	New	40	46			48			76		
	Reclass	110	35			34			78		
		150	81			82			154		
Job Specifications Reviewed		340	100			155			108		
Staff Job Titles		440	456			488			503		
Employees In Salary Reivew									Staff	Faculty	Total
									1473	702	2175
NSNR Forms		1040	983			691			816		
RFP Forms		377	470			471			367		
Staff Positions Posted		354	409			430			316		
Employment Applications		5029	4851			5794			Complete	10922	
									Incomplete	748	
									Total	11670	
Applicant Logs Generated									981		
Skills Tests Administered	Keyboard		61			55			40		
	Language Arts		59			49			51		
	Spreadsheet		3			6			25		
	Alpha Filing		51			31			12		
	Total	133	174			141			128		
Applicants Tested		39	61			61			51		
Selective Service Verifications									84		
I-9's Processed									241		
Disciplinary Actions Filed		26	28			29			29		
Employee Relations Sessions						170			174		
Label Requests Processed						331			217		
Job Fairs Attended		0	6			4			3		
Job Fair Contacts			Male	Female	Total	Male	Female	Total	Male	Female	Total
	Hispanic		503	402	905	88	39	127	367	272	639
	Black		145	167	312	166	38	204	155	125	280
	White		563	442	1005	97	65	162	1422	736	2158
	Other		33	30	63	9	15	24	101	81	182
	Total	0	1244	1041	2285	360	157	517	2045	1214	3259

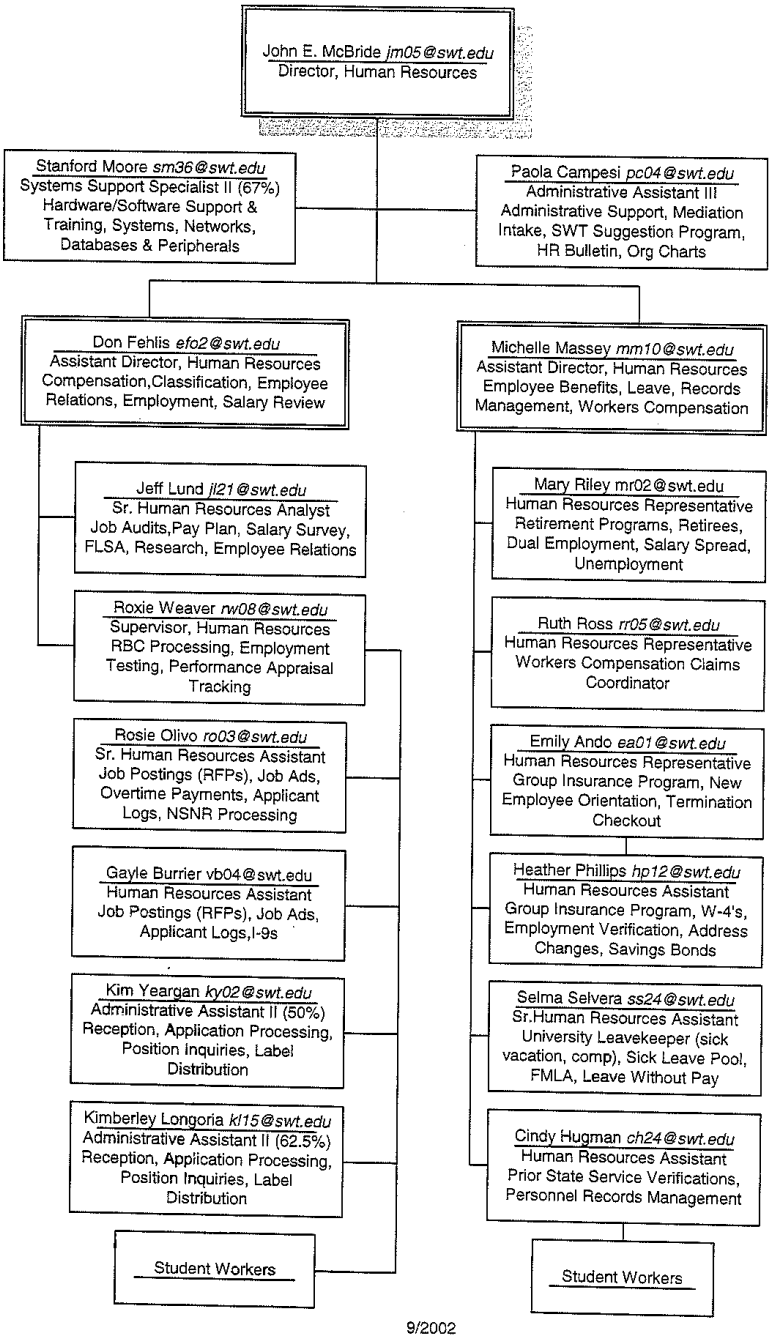
Operating Statistics - Benefits

As of 8/31/02

		FY99			FY00			FY01			FY02		
Employees With Benefits	Faculty & Staff	2078			2201			2228			2336		
	Graduate Students	223			251			258			244		
	Total	2301			2452			2486			2580		
Retirees		387			421			499			514		
Retired During Fiscal Year		34			42			48			30		
Working Retirees		48			44			51			58		
Employees Enrolled in TSA/457		583			621			629			559		
Employees with Changes to TSA/457		198			215			168			249		
New Employees		Reg	NonReg	Total	Reg	NonReg	Total	Reg	NonReg	Total	Reg	NonReg	Total
	Faculty	84	99	183	98	120	218	134	160	294	109	175	284
	Staff	254	512	766	301	266	567	257	533	790	234	456	690
	Graduate Students	231	52	283	229	45	274	250	41	291	240	50	290
	Total	569	663	1232	628	431	1059	641	734	1375	583	681	1264
Terminations (on RBC/step)	Faculty	117			122			91			68		
	Staff	173			226			205			194		
	Graduate Students	249			173			160			175		
	Total	539			521			456			437		
Written employment verifications		329			263			388			449		
Prior state service verifications		156			231			175			160		
Sick leave pool requests		25			28			39			25		
Employees on LWOP for 1+ months		39			28			19			29		
Unemployment claims		22			18			19			36		

FISCAL YEAR 2003

Southwest Texas State University
Human Resources
(512)245-2557 Email: personnel@swt.edu
www.humanresources.swt.edu



9/2002

Southwest Texas State University

Finance and Support Services

2002-2003 Goals, Outcomes & Strategies

McBride, John E

Subject: FY 03 HR Accomplishments

CUSTOMER SERVICE – IMPROVE CORE PROCESSES

- Participated extensively in the FAS "as is" documentation process for HR processes and procedures. Work to implement the software began in March 03.

- Job posting procedures were revised at the request of Staff Council and in anticipation of a revision to UPPS 04.04.11, to put state comp time balances on the web up to 90 days prior to expiration. The notification procedures were also expanded to provide individual notices of expiring comp time 90 days in advance of expiration.

- The training module on job classification was revised.

- Completed an insurance process which included a mid-year rate and coverage change effective May 1 plus the annual Summer Enrollment which included additional rate and coverage changes. The mid-year change required a huge amount of continuous research and communication with state agencies (ERS/TRS/SAO), other higher education institutions, and our employees. The same was true for Summer Enrollment which was made even more complicated by the university's change in Fall appointment procedures to qualify employees for insurance under expiring regulations, and the university's decision to provide insurance supplements to graduate students and regular part time faculty and staff. The new appointment procedures and insurance supplement decision created an extremely complicated situation requiring hours and hours of work, research, and communication.

- Added "Benefits as a % of Salary" to the HR website in March to help show Tx State employees the cash value of their benefit package.

- Worked on IT projects that included Hazardous Duty Tracking (01/03), Increase in Vacation Accrual (07/03), Part-Time rate fields added to insurance (08/03), ORP 8.5% catch up (08/03) and Input into reports needed to track stipends (08/03).

- Provided input into significant changes to Staff Handbook.

CUSTOMER SERVICE – NEW SERVICES WILL BE IMPLEMENTED TO MEET THE NEEDS OF OUR CUSTOMERS

- Human Resources, as an initial partner with the Registrar in the electronic imaging system project in FY 2000, continued to work with the Registrar and other departments (Accounting, Graduate College, Financial Aid) to secure an imaging system. Approval was received by the ASCC to prepare a Request for Offer to send to the top three vendors. The VPIT stated this project is to secure an archiving system and can move ahead outside the FAS project.

- A link with the Texas Department of Public Safety was established to obtain criminal background information for applicants selected for security sensitive positions.

- Worked with Intern to develop New Employee Orientation (NEO) survey and related reporting of recommendations.

CUSTOMER SERVICE – ASSESSMENT IS USED FOR CONTINUOUS PROGRAM MONITORING AND IMPROVEMENT

- Contact was initiated with Institutional Research to prepare the FY 2003 Human Resources Customer Satisfaction Survey which is conducted every three years. The initial meeting was held in March, but VPFSS put survey on hold due to economic situation and hiring freeze.

- Successfully completed internal audit on Professional Development Educational Opportunities (07/03) and SAO audit of timesheets

CUSTOMER SERVICE – USE OF WEB BASED COMMUNICATION FOR THE PURPOSE OF KEEPING OUR CUSTOMERS AND STAKEHOLDERS INFORMED

- Human Resources revised its website and put all job specifications on the web for easy campus-wide access.

FISCAL INTEGRITY – OPERATIONS WILL BE MANAGED WITH AVAILABLE RESOURCES

- Computers older than four years were identified for replacement. Six current computers were replaced plus two new computers added for a total of 8 new computers in HR.

- Procedures were implemented to put the SWT hiring freeze in place effective January 24, 2003 and were not relaxed until April 2003 and finally ended June 2003.

- In FY 02 (Nov) HR submitted a report to the VPFSS showing that FY 01 staff job advertising costs totaled $138,157. The report included an HR proposal for a "short" form advertising format to be used when placing ads in newspapers. The "short" format was adopted by many departments. The staff advertising costs for FY 03 totaled $63,040…which is a savings of over $75,000 from the FY 01 base year.

FISCAL INTEGRITY – IMPROVED, ACCURATE, AND TIMELY DISSEMINATION OF FINANCIAL INFORMATION

- Work was suspended on the proposed Compensation Policy until Fall 2004 after the hiring freeze and subsequent budget reduction initiatives were put in place in January. At the time of suspension, Human Resources had: (1) developed a draft staff compensation philosophy; (2) secured approval from all vice presidents on pay plan relationships of staff title; (3) identified staff benchmark pay plan titles to be surveyed in the university market survey; (4)secured approval of staff title descriptions to be matched in the university market survey; (5) prepared the biennial staff university market and Southland Conference market salary surveys for distribution; and (6 purchased the staff local market survey data from a private vendor.

- UPPS's 04.04.07 Nepotism and Related Employment; 04.04.11 University Classification and Compensation Policy; 04.04.15 New Employee Orientation; 04.04.20 Performance Appraisal Policy; 04.04.30 University Leave Policy; 04.04.40 Terminating and Disciplining Employees; 04.04.41 Staff Employee and Complaint Policy; 04.04.43 Workers; Compensation Claims; 04.04.44 Life Threatening Illnesses; 04.04.50 Faculty and Staff Checkout Procedures – Termination of Employment; and 04.04.52 Retirement Programs were revised. HR also wrote a new UPPS's on Volunteers and Reduction in Force, provided input for a new UPPS on Employee Financial Responsibility, and wrote a new FSS/PPS on Compensatory Time for Exempt FSS Employees as well as reviewed FSS/PPS on Holidays with no changes.

- Procedures were implemented to award the March 1, 2003 mandated state increase to the appropriate employees.

FISCAL INTEGRITY – FEWER EXCEPTIONS TO COMPLIANCE ISSUES

- Assistant Dir represented Texas State at 5 unemployment hearings and won them all….77 unemployment claims filed for year.

FISCAL INTEGRITY – FACILITIES AND INFRASTRUCTURE CONDUCIVE TO THE OVERALL WELL BEING OF THE STUDENTS, FACULTY, AND STAFF

- No entries relevant to HR

WORK ENVIRONMENT – EMPLOYEES IN THE FSS DIVISION WILL KNOW WHAT IS EXPECTED OF THEM, BE INFORMED, AND RECEIVE TIMELY, HONEST, FEEDBACK ON THEIR PERFORMANCE

- All HR employees had their annual appraisals completed within the required time frame.

WORK ENVIRONMENT – FSS EMPLOYEES SHOULD ACHIEVE A RATING OF 300 OR ABOVE ON THEIR PERFORMANCE EVALUATION APPRAISALS

- All HR employees achieved a rating of 300 or above.

WORK ENVIRONMENT – A SYSTEMATIC TRAINING AND DEVELOPMENT PROGRAM WILL BE IN PLACE FOR EACH FSS EMPLOYEE

- No entries relevant to HR

WORK ENVIRONMENT – DIVISION EMPLOYEES WILL BE VALUED AND THEIR ACHIEVEMENS RECOGNIZED

- Funding was distributed to BSC members (including HR) and awarded to division employees for recognition of their work performance.

- Dir of HR scheduled and coordinated 2nd annual TSUS HR Directors meeting at TSUS Office in Austin. The meeting included an information exchange with the Associate Chancellor (Fernando Gomez) on System HR issues as well as presentations by representatives of ERS, SAO, and the Higher Education Coordinating Board who provided information and guidance on impending/approved legislation from the 78th Texas Legislature.

WORK ENVIRONMENT – THE FSS DIVISION WILL ACHIEVE A DIVERSE WORKFORCE

- No entries relevant to HR

John McBride

From: PRESIDENT@swt.edu
Sent: Thursday, June 19, 2003 11:22 AM
To: Faculty@swt.edu; Staff@swt.edu
Subject: The Governor Signed the Name Change Bill

Dear Colleagues:

Governor Perry signed the university's name-change bill yesterday (June 18). The university's name changes officially to Texas State University-San Marcos on September 1, 2003. I invite you to join me in embracing this change with a renewed sense of optimism and a view to the future.

Our new name is a reflection of what we have become by building upon a foundation of excellence and hard work. Our reputation as a first-rate educational institution is longstanding. But that reputation of excellence has broadened in scope and strengthened over the years. We have an enrollment of more than 25,000 students. We offer programs through the doctoral level. We have academic departments that are recognized as among the best in the nation. We are the lead partner in the Round Rock Higher Education Center, which received funding for a permanent campus during this legislative session. Our new name is a natural evolution of this quality we have established and nurtured over the past century.

Both those who supported our name change and those who were against it, took those positions out of a great affection for our university. I hope that affection will characterize the dialog we will undoubtedly
have around this issue in the weeks to come.

We will celebrate our new name at a ceremony at Old Main on September 9, the 100th anniversary of the first day of classes at Southwest Texas State Normal School. You will hear more about this event later, but please put the date on your calendars now because we want to make sure you are there.

This change brings up many logistical questions, however. Changing the name of such a large and well-known institution will take some time, and we are in no particular hurry. As we ease into our new name, we want to lovingly acknowledge our former names and assure that all of our constituencies realize that Texas State is the same quality institution that once bore the name Southwest Texas State.

I have appointed a broadly representative Name Change Communication Team that will oversee the physical changes that need to be made and suggest a timetable for change. New university logos and marks are now being designed and approved, along with standards for their use. University departments and schools are to use all stationery, envelopes, business cards and brochures with the former name until these supplies are exhausted before reprinting with the new name. All requests to spend university money (both state and privately raised dollars) for items that bear the name Texas State University must be approved by the divisional vice president. In the very near future, you will receive another letter that will give you many more details regarding the logistics of changing our name.

No printed piece with the new name can be used prior to September 1; no website should be unveiled until that date. Printing of pieces with the new name can be done before September 1, if distribution is scheduled after that date.

An account funded by private donations has been established to underwrite costs incurred by the name change like painting the water tower and major signage. We have begun a website of FAQs (frequently asked questions) that may answer other questions you have. The link is http://www.mrp.swt.edu/mrp/relations/tstatefaq.html

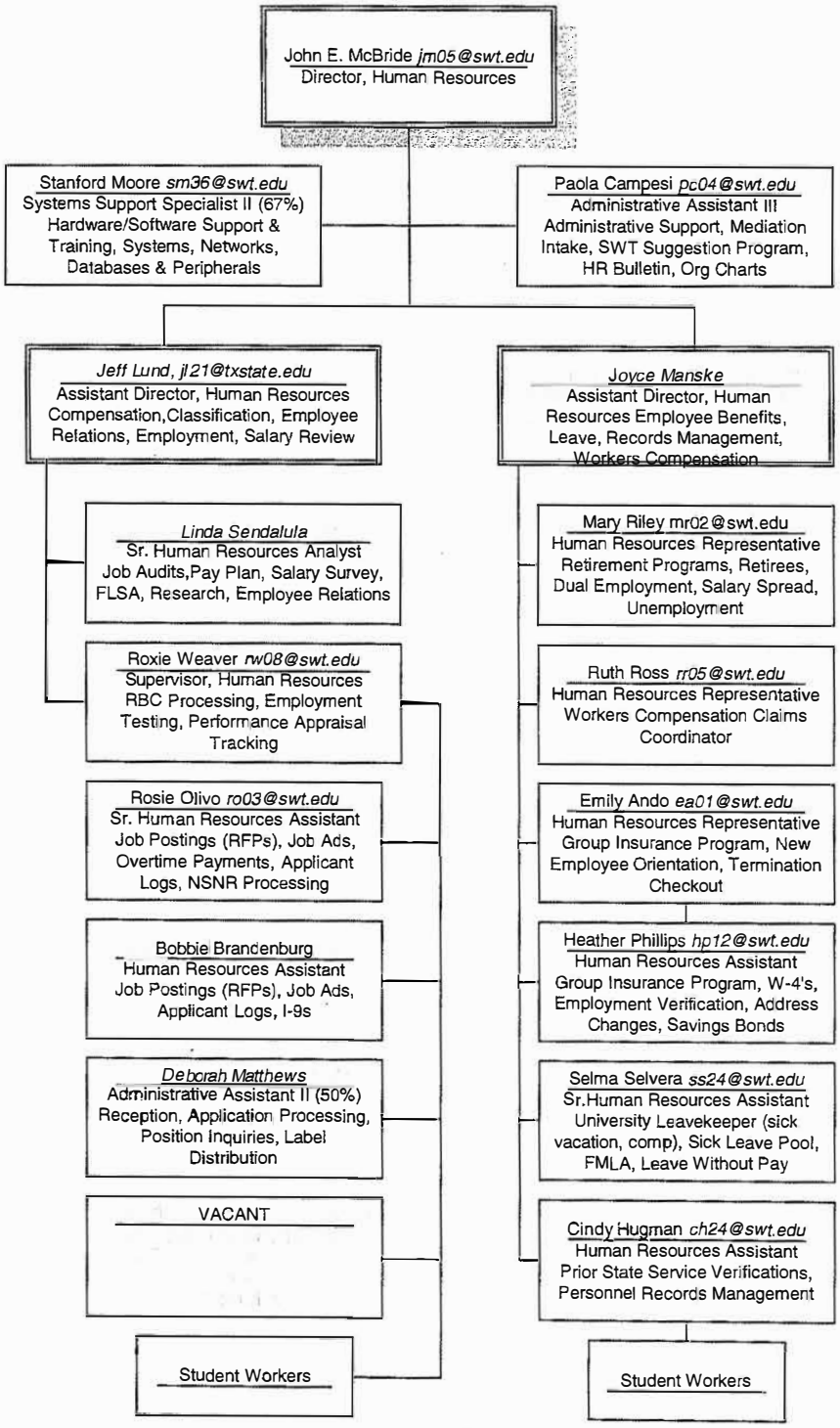
This is a pivotal time in the history of this wonderful university. I hope you are as excited as I am about possibilities yet to come.

Sincerely,

1

FISCAL YEAR 2004

Southwest Texas State University
Human Resources
(512)245-2557 Email: personnel@swt.edu
www.humanresources.swt.edu



9/2002

Finance and Support Services

2003-2004 Goals, Outcomes & Strategies

Texas State University-San Marcos
A member of the Texas State University System

McBride, John E

Subject: FY 04 HR Accomplishments

CUSTOMER SERVICE – IMPROVE CORE PROCESSES

- Prepared Department Strategic Plan (2004-2009) with revised department mission statement, vision statement, and alignment of all HR objectives aligned with FSS Division strategies and objectives.
- Continued preparations for migration from IT legacy system to SAP. "Go-live" for human resources system postponed from 6/1/04 to 1/1/05.
- Researched and prepared a comparison analysis between the student and state provided insurance programs. The analysis was used by President's Cabinet to approve the marketing of the student insurance option and was also provided to eligible graduate students to help them determine which program was best for their individual situations.
- Researched, developed, and communicated to account managers eligibility and compliance requirements for the state's newly announced adjunct faculty insurance program.
- Developed a Return to Work Insurance Comparison Analysis for retirees who are returning to work and contemplating a switch from retiree status to employee status for their insurance coverage.
- Conducted one new faculty and four graduate student orientation sessions on available TxState benefits.
- Revised several HR UPPS's to reflect policy and procedure changes required by implementation of the FAS SAP HR solution to be effective December 1, 2004.
- The Assistant Director for Benefits researched and wrote two special employee informational series of articles for the HR Bulletin entitled "Being a Better Health Consumer" (12/03-5/04) and "Prepare for Your Future – Financial Planning Can Make a Difference" (06/04-8/04). The articles advised employees of steps they could personally take to cut health care costs (for themselves, the university, the state, and the nation) and to successfully prepare for their retirement years.
- Continued preparations for implementation of the PeopleAdmin online employment system effective November 1, 2004. Activities included creation of a branding logo (EASY – Employment Application System), a marketing informational campaign in the HR Bulletin for the system built around the EASY branding logo, a field trip to Texas A&M University to view a live PeopleAdmin system in operation, updating the HR website with notification and instructions for the impending implementation, attending vendor provide training sessions, and preparing for university-wide training of key campus users of the new system.
- After many hours of research, several exchanges of emails, letters, and phone calls with VALIC, and meetings with the VPFSS, TSUS staff, and VALIC representatives, HR submitted a recommendation to the TSUS to pursue obtaining outside financial counsel regarding the tax sheltering of compensation to highly compensated individuals in the TSUS. The recommendation was approved and the TSUS is pursuing the securing of such counsel.
- Proposed to and received approval from the VPFSS to begin a month HR Forum to improve communication of HR information between HR and the campus. Also visited with each university vice president and received endorsement from each for the Forum which is scheduled for kick-off in November 04.

- Researched, implemented, and monitored implementation of the university's September 1, 2004 performance award, merit, and 1% pay plan adjustment decisions for staff.

- Created a pay increase template which will assist President's Cabinet in making timely decisions whenever a pay increase is being considered by the university. The template covers various scenarios with regard to full and part-time faculty and staff, graduate assistants, grant employees, and student workers.

- Implemented an on-line enrollment process for the annual Financial Planning and Retirement Fair.

CUSTOMER SERVICE – NEW SERVICES WILL BE IMPLEMENTED TO MEET THE NEEDS OF OUR CUSTOMERS

- Initiated and completed a paperless insurance Summer Enrollment process. The process included (1) setting up an email address for each person on campus; (2) developed and taught 4 "How To Use E-Mail" classes for 165 employees who previously had never had an email address or used email; (3) developed a marketing strategy which included using a TxState student intern to roll out a one-on-one communication campaign with campus department representatives, two enrollment fairs with door prizes, a reward system (door-prize type) for employees participating in the paperless enrollment process and many HR Bulletin and special campus email notifications publicizing and explaining he paperless process; (4) provided one-on-one assistance to employees enrolling online in the HR Office; (5) provided ERS Online training classes; (6) set up HR website links for the Summer Enrollment process; and (7) received special recognition in an exclusive article in the May 27, 2004, state-wide distributed ERS Coordinator's Update-Express for the "go paperless" plan at TxState.

CUSTOMER SERVICE – ASSESSMENT IS USED FOR CONTINUOUS PROGRAM MONITORING AND IMPROVEMENT

- Access to training for the workers' compensation data base maintained by Risk Management has been expanded to include the Human Resources Office. This improves the review process related to employee injuries.

- Human Resources completed value pocket surveys for all sections (Compensation, Benefits, Administration) for SAP.

- A culture survey was conducted fo Human Resources staff which resulted in internal office communication improvements.

- The HR Customer Satisfaction survey was distributed fall 2003. Results were reviewed and improvements have been incorporated into the strategic plan for the department.

CUSTOMER SERVICE – USE OF WEB-BASED COMMUNICATION FOR THE PURPOSE OF KEEPING OUR CUSTOMERS AND STAKEHOLDERS INFORMED

- The Compensation and Benefits Sections compiled an extensive list of frequently asked questions (FAQ's) for their areas of operations, and the FAQ's were posted to the HR website.

- The HR website was revised over the summer 04 to be more informative and user friendly.

- Retiring staff and faculty can now obtain Retirement Guidelines from the web. A Retiree Checklist is also being developed to assist retiring faculty and staff.

FISCAL INTEGRITY – OPERATIONS WILL BE MANAGED WITH AVAILABLE RESOURCES

- Computers more than 4 years old were replaced in Human Resources.

FISCAL INTEGRITY – IMPROVED, ACCURATE, AND TIMELY DISSEMINATION OF INFORMATION

- The SAP enterprise-wide software system financial modules were implemented , with Purchasing going live on August 2 and other financial functionality (including HR) on September 1. Reporting, data access, and compliance should be enhanced as a result of the implementation.

- Work on the Compensation Policy project was reinstated in August 2003 and the biennial salary surveys were mailed to approved participants on September 12, 2003. The personal face-to-face interviews to verify job match accuracy were held and the data was prepared for President's Cabinet approval.

- Revised entire Summer Pre-pay process for grad students and prepared all letters and enrollment materials to the grad students related to this. Also, completed the standard pre-pay process for faculty at the same time.

- Prepared and submitted the service request to ISS to implement the 90 day wait waiver for insurance for full time employees hired on or after August 1, 2004. The request was needed to determine how to pay employees premiums normally paid from E&G funds to be paid from local funds during the employees' first 90 days of employment (period of waiver).

- Researched, prepared, and distributed recommendations and a cost analysis for university compliance with the Department of Labor revised exempt vs. non-exempt position classification regulations which became effective August 23, 2004.

- Revised several UPPS's in response to findings of the Texas Workforce Commission's Division of Civil Rights (formerly Texas Commission on Human Rights) audit in February 2004. Also prepared the draft response letter and packet for the President and VPFSS to send to the Texas Workforce Commission.

- The HR Director, Assistant Director's, and Senior HR Analyst participated in discussions with the Special Assist to the VPIT and the Director of Equity and Access on the post FAS/SP go-live organization of both the HR Office and the university.

FISCAL INTEGRITY – FEWER EXCEPTIONS TO COMPLIANCE ISSUES

- Texas State's Internal Audit Office requested the State Auditors Office to review the evaluation of the staff market survey process. The SAO responded that Texas State's process is "one of the better ones used in the stat." In addition, Human Resources staff reviewed all 6 HR modules and met with an SAO representative to clarify requirements for SAO HR Assessment tool.

- Assistant Director of HR represented Texas State at 4 unemployment hearings and won 3. Still appealing the 4th.

FISCAL INTEGRITY – FACILITIES AND INFRASTRUCTURE CONDUCIVE TO THE OVERALL WELL BEING OF THE STUDENTS, FACULTY, AND STAFF

- No entries relevant to HR

WORK ENVIRONMENT – EMPLOYEES IN THE FSS DIVISION WILL KNOW WHAT IS EXPECTED OF THEM, BE INFORMED, AND RECEIVE TIMELY, HONEST FEEDBACK ON THEIR PERFORMANCE

- All HR employees completed the annual employee appraisals within the required timeframe.

WORK ENVIRONMENT – FSS EMPLOYEES SHOULD ACHIEVE A RATING OF 300 OR ABOVE ON THEIR PERFORMANCE EVALUATION APPRAISALS

- All HR employees achieved a rating above 300

WORK ENVIRONMENT – A SYSTEMATIC TRAINING AND DEVELOPMENT PROGRAM WILL BE IN PLACE FOR EACH FSS EMPLOYEE

- All of the staff in Human Resources attended training classes and conferences. Some of the events included: Fundamentals of Leave Management (SAO); Diagnosing Organizational Issues (DBM); Introduction to Performance Measurement and the Dashboard System; Job Classification Training; Off the Shelf & Into Action; THEHRA Winter/Summer Conferences; Making Change a Part of Business as Usual (DBM); Workers' Compensation Training; Success Planning; Lean University; Balanced Scoreboard; and CUPA-HR National Conference.

- HR Office staff attended all FAS?SAP FI module training commensurate with their assigned roles, and selected HR staff provided input and advice to FAS Team personnel for the HR training to begin in September 04.

WORK ENVIRONMENT – DIVISION EMPLOYEES WILL BE VALUED AND THEIR ACHIEVEMENTS RECOGNIZED

- Rose Olivo, Senior Human Resources Assistant, was selected as Employee of the Month for April 2004.

- Director of HR scheduled and coordinated 3rd annual TSUS HR Directors meeting in Austin May 17. Director of HR taught Political Science 3318 during Fall 04 semester as adjunct faculty member. Director and Assistant Directors taught Professional Development's Orientation for Administrators and Supervisors. Assistant Director of HR provided Workers' Compensation Training to many departments and provided Leave, Time Sheet and Comp training for Athletics department.

- The Director of HR, holding the appointed office of Historian for the organization, prepared a 30 year history of the PATSCU/THEHRA higher education in Texas HR organization and distributed the book to the THEHRA membership at its 30 year anniversary meeting in Galveston in June.

- The Director of HR continued serving as a THEHRA representative on the State Auditor's Off Advisory Training Committee for state and public higher education employees, and assisted in the preparation and presentation of the HR Director's Workshop in July 04 and the HR management Workshop in September 04.

- Human Resources was recognized in the FSS Newsletter

FISCAL YEAR 2005

Human Resources Employees
Fiscal Year 2005

Name of Employee	Job Title	Subgroup	FTE
Ms Emma O Robillard	Human Resources Representative	12 Mo NE Salaried	100.00
Mrs Bobbie J Brandenburg	Human Resources Assistant	12 Mo NE Salaried	100.00
Ms Paola Anne Campesi	Administrative Asst III	12 Mo NE Salaried	100.00
Mr Jeffrey N Lund	Interim Asst Dir, Human R	12 Mo Ex Salaried	100.00
Mrs Joyce M Manske	Interim Asst Dir, Human R	12 Mo Ex Salaried	100.00
Mrs Deborah E Mathews	Administrative Asst II	12 Mo NE Salaried	100.00
Mr John E McBride	Dir, Human Resources	12 Mo Ex Salaried	100.00
Mr Stanford E Moore	Systems Support Spec II	12 Mo NE Salaried	66.00
Ms Rosie Olivo	Sr Human Resources Assistant	12 Mo NE Salaried	100.00
Ms Heather M Phillips	Human Resources Assistant	12 Mo NE Salaried	100.00
Mrs Mary M Riley	Human Resources Representative	12 Mo NE Salaried	100.00
Ms Ruth M Ross	Human Resources Representative	12 Mo NE Salaried	100.00
Mrs Selma P Selvera	Sr Human Resources Assistant	12 Mo NE Salaried	100.00
Ms Linda F Sendaula	Sr Human Resources Analyst	12 Mo Ex Salaried	100.00
Mrs Roxana E Weaver	Supv, Human Resources	12 Mo NE Salaried	100.00

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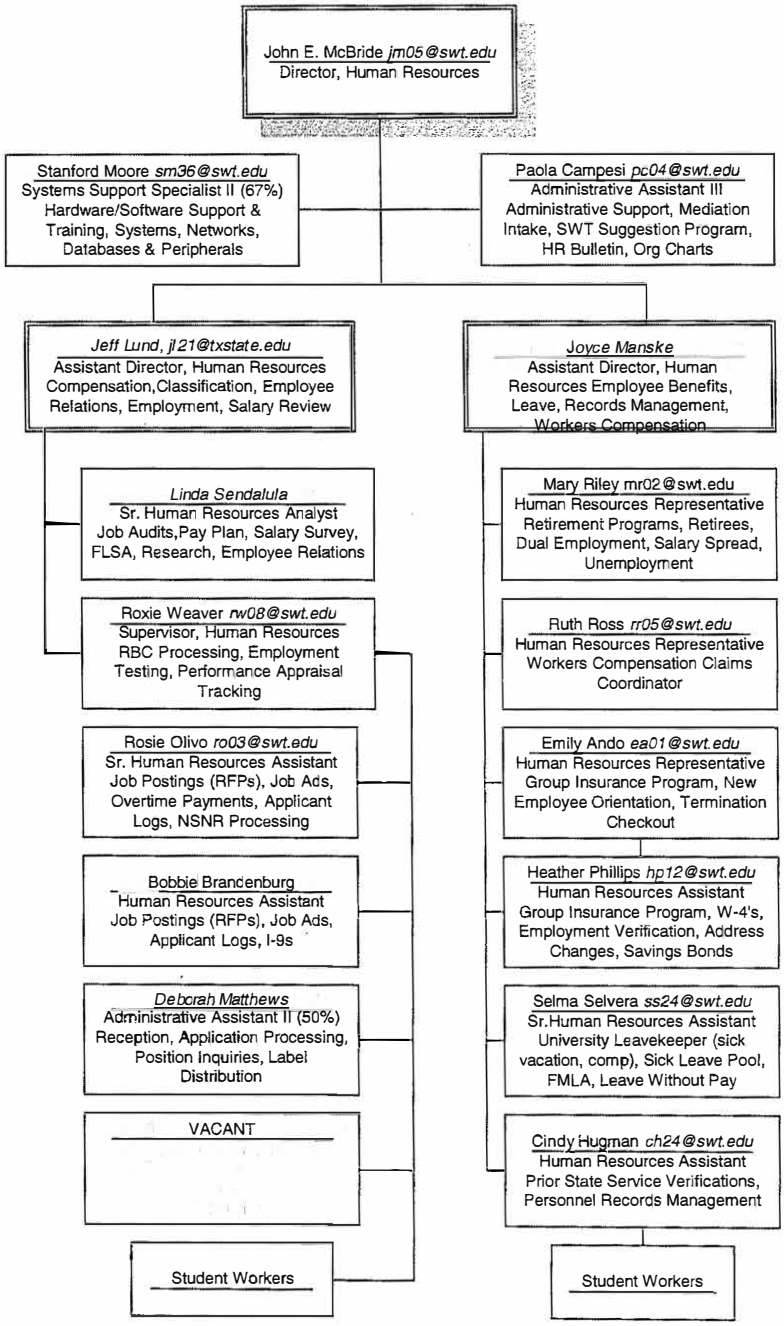
Southwest Texas State University
Human Resources
(512)245-2557 Email: personnel@swt.edu
www.humanresources.swt.edu



9/1/2004

Finance & Support Services

2004-2005 Goals, Outcomes & Strategies

Texas State University-San Marcos
A member of the Texas State University System

- Updated HR web pages as appropriate including new Retiree Checklist.

FINANCIAL INTEGRITY – OPERATIONS WILL BE MANAGED WITH AVAILABLE RESOURCES

- No entries related to HR

FINANCIAL INTEGRITY – IMPROVED, ACCURATE, AND TIMELY DISSEMINATION OF FINANCIAL AND OTHER INFORMATION

- No entries related to HR

FINANCIAL INTEGRITY – MINIMAL EXCEPTIONS TO COMPLIANCE ISSUES

- No entries related to HR

FINANCIAL INTEGRITY – FACILITIES AND INFRASTRUCTURE CONDUCIVE TO THE OVERALL WELL-BEING OF THE STUDENTS, FACULTY, AND STAFF

- No entries related to HR

WORK ENVIRONMENT – EMPLOYEES IN THE FSS DIVISION WILL KNOW WHAT IS EXPECTED OF THEM, BE INFORMED, AND RECEIVE TIMELY, HONEST FEEDBACK ON THEIR PERFORMANCE

- All HR employees completed the annual employee appraisals within the required time frame

WORK ENVIRONMENT – FSS EMPLOYEES SHOULD ACHIEVE A RATING OF 300 OR ABOVE ON THEIR PERFORMANCE EVALUATION APPRAISALS

- All HR employees achieved a rating of 300 or above on their performance evaluation appraisals.

WORK ENVIRONMENT – A SYSTEMATIC TRAINING AND DEVELOPMENT PROGRAM WILL BE IN PLACE FOR EACH FSS EMPLOYEE

- HR conducted many, many training sessions but a systematic training and development program for each HR employee was not achieved.

WORK ENVIRONMENT – THE FSS DIVISION WILL ACHIEVE A DIVERSE WORKFORCE

- (when did we begin the HR diversity report?)
- HR had staff members serve on the newly established FSS Diversity Committee.

McBride, John E

Subject: FY 05 HR Accomplishments

(Note: check Michelle's 6/05-5/06 accomplishments list – has accomplishment for both FY's. Need to be sure get into proper year)

CUSTOMER SERVICE – IMPROVE CORE PROCESSES

- Implemented new FAS/SAP HR ERP effective 12/1/04. Included conversion/verification of legacy data, completion of back office training, transition of internal processes, and ownership of help desk support for users.
- Continued to research and provide labor market data and pay adjustment recommendations to President's Cabinet to keep . All recommendations for widespread market adjustments not accepted but all pay plan minimums were increased by 1%.
- Implemented legislative changes re: insurance plan rates, state longevity and hazardous duty increases, TRS pension surcharge, return to work retiree longevity and vacation accrual entitlements, and transition of Workers' Comp claims from TWCC to DWC.
- Updated the Staff Handbook
- Conducted successful on-line Summer Enrollment
- Conducted annual SAP Support Pack testing and implementation.

CUSTOMER SERVICE – NEW SERVICES WILL BE IMPLEMENTED TO MEET THE NEEDS OF OUR CUSTOMERS

- Established a formal Work Life Program to communicate and advocate for university work-life benefits and liaison with management as well as local community officials to address employee issues related to work-life.
- Implemented (Nov 04) an automated, paperless employment application system (EASY).
- Finalized and received approval from the Board of Regents for new ORP/TDA Vendor Regulations and initiated recertification process with all vendors
  (Is this when we reduced number of vendors?)
- Created a retiree checklist to assist retiring faculty and staff.
- Implemented parking permit payroll deduction process.
- Worked with team to redesign faculty NEO and graduate student new hire paperwork process.

ASSESSMENT IS USED FOR CONTINUOUS PROGRAM MONITORING AND IMPROVEMENT

- Collaborated with grant community to implement new grant title system and job descriptions

USE OF WEB-BASED COMMUNICATION FOR THE PURPOSE OF KEEPING OUR CUSTOMERS AND STAKEHOLDERS INFORMED

FISCAL YEAR 2006

Human Resources Employees
Fiscal Year 2006

Name of Employee	Job Title	Subgroup	FTE
Ms Emma O Robillard	Supv, Human Resources	12 Mo NE Salaried	100.00
Mrs Bobbie J Brandenburg	Sr Human Resources Assistant	12 Mo NE Salaried	100.00
Ms Paola Anne Campesi	Administrative Asst III	12 Mo NE Salaried	100.00
Mr Jeffrey N Lund	Sr Human Resources Analyst	12 Mo Ex Salaried	100.00
Ms Michelle D Moritz	Asst Dir, Human Resources	12 Mo Ex Salaried	100.00
Mrs Deborah E Mathews	Administrative Asst II	12 Mo NE Salaried	100.00
Mr John E McBride	Dir, Human Resources	12 Mo Ex Salaried	100.00
Mr Stanford E Moore	Systems Support Spec II	12 Mo NE Salaried	100.00
Ms Rosie Olivo	Human Resources Analyst	12 Mo Ex Salaried	100.00
Ms Heather M Phillips	Sr Human Resources Assistant	12 Mo NE Salaried	100.00
Dr Floyd F Quinn	Asst Dir, Human Resources	12 Mo Ex Salaried	100.00
Mrs Mary M Riley	Human Resources Representative	12 Mo NE Salaried	100.00
Mrs Selma P Selvera	Sr Human Resources Assistant	12 Mo NE Salaried	100.00
Ms Rose C Trevino	Human Resources Representative	12 Mo NE Salaried	100.00
Mrs Roxana E Weaver	Supv, Human Resources	12 Mo NE Salaried	100.00

Data captured 9/1/05

Texas State University-San Marcos
Human Resources
(512)245-2557 Email: hr@txstate.edu
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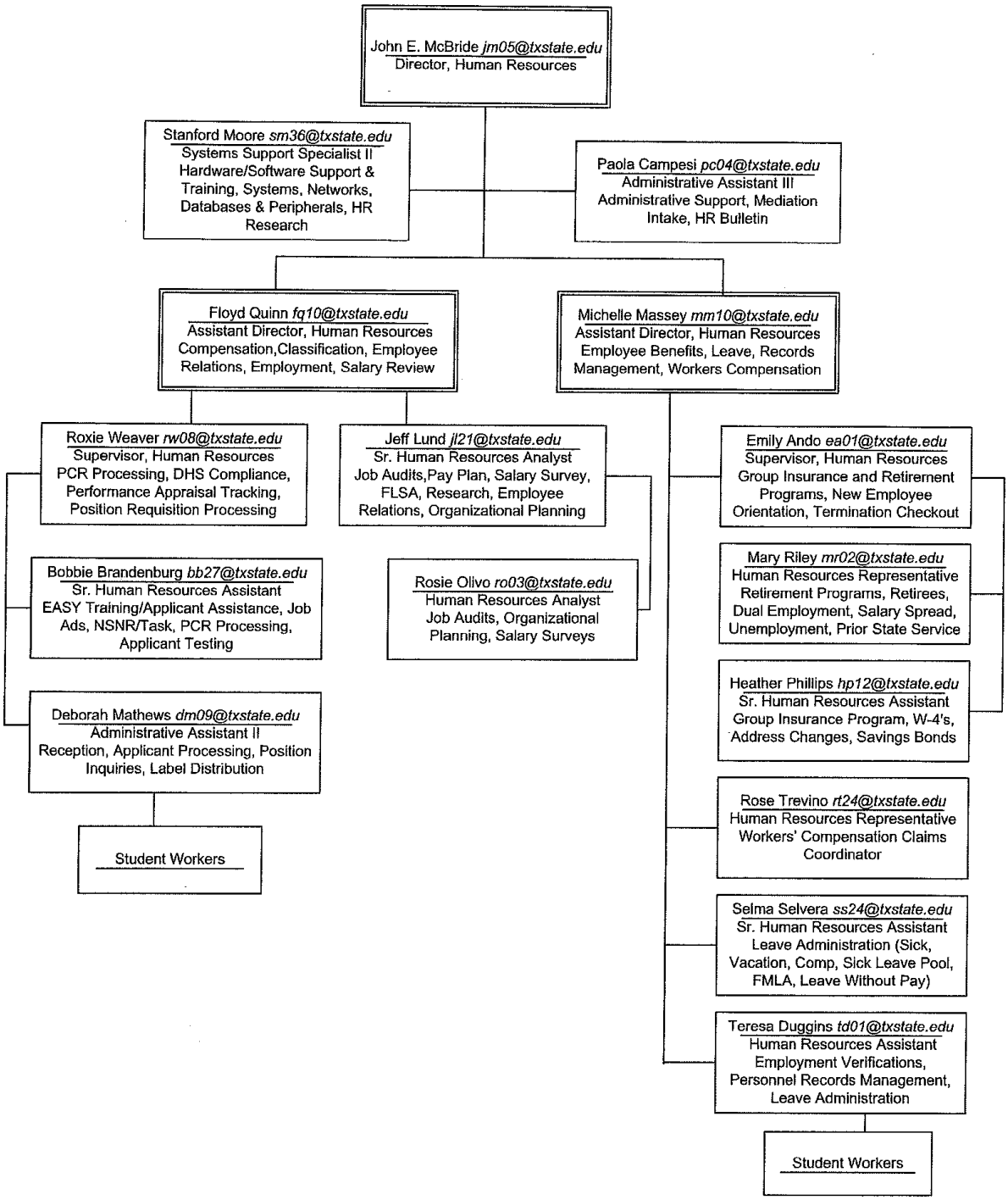

9/1/05

HUMAN RESOURCES

FY06 ACCOMPLISHMENTS/DISAPPOINTMENTS/FY07 STRATEGIES

IN SUPPORT OF FSS DIVISION GOALS AND OUTCOMES

CUSTOMER SERVICE - Enhance our customer service focus by continuously reviewing our core processes and implementing new services.

IMPROVED CORE PROCESSES

Accomplishments

Conducted biennial salary survey of local, university, and Southland Conference markets and used SAP functionality for first time for calculations and analyses. Submitted results to President's Cabinet. Included a revision of the university market based on President's Cabinet decision to use CUPA-HR data in lieu of previously used 10 Largest Texas Public Universities data. University market results with FY 04-05 CUPA-HR data was redone with FY 05-06 data when that data became available after original submission to President's Cabinet.

Revised Staff Compensation Philosophy and submitted to President's Cabinet for approval.

As instructed by President's Cabinet, developed comprehensive validation process for degree requirements and employment testing to be included in UPPS 04.04.03.

Continued SAP post implementation activities to transition business processes and developed new reports (Summer Insurance Payments, University Directory, Overtime Payments, Unprocessed Time Entries-ZUTIME, ORP Participation, and BRP Eligibility).

Hosted ERS summer enrollment meeting, created a summer enrollment link to ERS, and conducted a successful online paperless Summer Enrollment.

Conducted Financial Planning and Retirement Fair and participated in Student Health Center Health Fair.

Participated in Career Services Job Fair at Strahan Coliseum.

Worked with multi-divisional team to redesign faculty NEO and graduate student new hire paperwork process.

Developed policy and procedures for employment of individuals in a regular status but for a defined period of time which will be included in UPPS 04.04.03 under Special Staff.

Conducted SAP Support Pack testing and implementation for HR Module configurations.

Implemented online Exit Survey.

Coordinated with FAS training team to redesign and deliver the SAP Time Administration course.

Implemented ORP/TDA Vendor Recertification process.

Revised UPPS 04.04.01 to include clarification and notification that university funds can be used to pay employee tuition and fees for college courses qualifying as an eligible professional development activity.

Organized and chaired TSUS HR Directors meeting at the TSUS Austin Office.

Conducted GOJA drive that brought the number of Grant GOJA's on hand to over 95% for grant positions and over 90% for non-grant positions.

Completed 63 new position and 65 reclassification job audits for a total of 128 job audits. Reduced average turnaround time for audits from 25 days to 8 days.

Revised or initiated pen and ink reviews for 10 of the 20 UPPS's for which HR is the primary reviewer.

Instituted desk-side job audits for new positions which mirror existing positions within a department

Made several outreach visits to division/department staffs in support of strategic initiative to improve communication through annual liaison visits with each college and division council.

Continued monthly HR Forum meetings with appointed campus representatives to promote better communication on HR matters and posted minutes of the meetings on the HR website.

Continued monthly two part New Employee Orientation process.

Implemented and communicated legislative and ERS changes regarding insurance plan rate changes, state longevity and hazardous duty pay increases, TRS pension and TRS Care surcharges, return to work retiree longevity and vacation accrual entitlements, and health insurance opt-out credit.

Converted BRP into regular salary.

Continued to update Staff Handbook HR material routinely on a monthly basis and non-HR material on an annual basis.

Initiated a process for prioritization HR project requests submitted by our customers.

With Institutional Research as a partner, began collaborative effort with Information Technology to establish HR data in a Business Warehouse.

Disappointments

Pay plan minimum rates were not changed to meet results of biennial salary survey or move closer to market and target.

Document imaging process still not in place with extremely slow process of pilot group.

FY07 Strategies

Secure an automated online job audit process to increase access to the audit process, improve communication of job responsibilities between supervisor and employee, and increase efficiency of the process through instant tracking of job audit requests through the job audit system.

Secure an automated online performance evaluation system to improve documentation of standards and expectations, enhance communication between supervisor, employee, and university administration, and improve flow of documentation through the review process.

Continue monthly electronic and paper HR Bulletin to all regular faculty and staff to educate on HR policies and procedures and provide timely notices for information and compliance.

Make at least one liaison/outreach visit each division and college council to educate faculty and staff on HR policies and procedures and provide opportunities for input on HR policies and procedures.

Continue to provide ad hoc training classes to campus departments as requested as well as formally through Professional Development to educate faculty and staff on HR policies and procedures and provide timely notices for information and compliance.

Continue to hire at least two wage student workers each fiscal year to assist with Office work requirements that are unable to be completed by Work Study students.

Continue to hire at least two interns per long semester to research and develop data for HR policies and procedures.

Establish a Human Resources disaster recovery plan (includes pandemic avian flu preparations) to be prepared to provide continuation of HR services during disaster situations.

Consolidate all staff human resources functions into Human Resources consistent with recognized current HR theory.

Continue to try and improve University recruiting and retention of high quality staff employees by assuring the University Pay Plan is competitive.

Develop, secure, and implement a strong validation process for degree requirements and employment testing that meets federal requirements to protect the University from discrimination/wrongful hiring litigation.

New Services will be implemented to meet the needs of our customers

Accomplishments

Tracking of restricted users in EASY to flag applicants who were previously employed by the university and terminated for cause.

As approved by President's Cabinet, researched and selected vendor for comprehensive background check services. Also, developed policy and procedures for implementation of background checks which will be included in UPPS 04.04.03.

Developed policy and procedures for handling reference checks by other employers on former university employees which will be included in UPPS 04.04.03.

Revised UPPS 04.04.01 to expand and clarify that university funds could be used to pay college tuition and fees for employees taking academic courses qualifying as an eligible professional development activity.

Implemented parking permit and University Fund Drive payroll deductions processes.

Conducted research and prepared RFP re: tax plan for highly compensated employees for Texas State and other TSUS institutions.

Collaborated with Office of Sponsored Programs to establish and implement the new faculty status title of Postdoctoral Research Associate.

Initiated meeting with Retirement Programs Committee and presented research on Roth 403b and Special Pay Program. Committee approved HR recommendations to implement Roth 403b plan and to not adopt the Special Pay Program.

In response to a request from HR Forum members for better communication, HR prepared a charter and secured approval of new conscribed email lists for Department Heads and their Administrative Support personnel.

Formally established a University Work Life Program and designated Rose Trevino on an in-house basis as the University's Work Life Coordinator for the program. The duties are to be performed by Rose on a 20-25% time basis.

Human Resources has been researching and working on a drug and alcohol testing policy for the University. The new policy would also include the provisions of UPPS's 04.04.45 Drug Free Workplace and 04.04.48 Drug Free Schools and Communities Act.

Directed and coordinated Texas State's participation in Governor Perry's "Texas Round-Up" physical fitness program.

Disappointments

Did not secure funding for a full time Work-Life Coordinator.

Was unable to implement an internal temporary services program for the campus.

Did not secure an electronic online job description, job audit, and GOJA library service.

FY07 Strategies

Add staff as appropriate to meet the needs of the University and our customers (Includes a Communications Specialist, Recruiting Specialist/Coordinator and Training Specialist)

Teach the new HR supervisor's course (Managing @ Texas State) kicking off in October FY 07 to better educate faculty and staff on human resources issues.

Establish a temporary services program for staff to provide a temporary labor pool to cover planned and unplanned staff absences.

Expand the newly designated Work Life Coordinator position from 20% time to full time in order to provide a much wider program of Work Life services.

Secure University funding for professional financial advice for employees to assist in helping employees with the investment of their funds for retirement purposes.

Implement and administer the University's staff background policy which became effective for FY 07.

Develop and implement a drug and alcohol testing policy for University staff employees to promote and maintain a safe and efficient work environment.

Consolidate the University's Alternative Dispute Resolution Program for faculty and staff under Human Resources to revitalize and centralize management and administration of the program.

The organizational structure and processes of each FSS unit is deemed as meeting the needs of its customers and is supportive of the mission.

Accomplishments

Conducted extensive research with members of Master Data Center Committee to study the feasibility of creating a Master Data Center that includes Payroll/PCR management/Organization management as a part of Human Resources as directed by the university administration.

Human Resources is a member of the Pandemic Flu Planning Team and formulated HR contingencies for a pandemic at the University.

Disappointments

Creation and implementation of a Master Data Center assigned to Human Resources was not accomplished. Project has been put on hold by VPFSS.

FY07 Strategies

Continue to reorganize and administer the University's human resources program as required to implement SAP HR modules and new functionalities. (Includes establishing a Master Data Center which includes Payroll with Human Resources to consolidate and provide more efficient PCR, Payroll, and Master Data services to the campus.)

Assessment is used for continuous program monitoring and improvement

Accomplishments

In response to 2004 HR Customer Satisfaction Survey comments for a faster audit turnaround time, HR Office resources were reallocated to the audit process. Audit turnaround time was reduced from 25 days to 8 days or less.

Conducted campus-wide survey of supervisors to determine what content needs to be included in the new HR sponsored HR Supervisors Course scheduled for kickoff in the Fall 06.

Used HR Forum membership to review the Human Resources website and submit recommendations for change.

Successfully passed HR portion of a Workers Compensation Program review by the State Office of Risk Management.

Evaluation sheets collected from participants in seven formal Professional Development presentations, sixty New Employee Orientation sessions, two New Faculty Orientations, and all HR SAP training sessions. Improvements were made based on the evaluation feedback.

Disappointments

Unable to get 5 year Peer Review process scheduled for FY 06 underway. VPFSS has granted a waiver to FY 07.

FY07 Strategies

Conduct triennial Customer Satisfaction Survey to measure customer satisfaction with HR services and need for improvements and new services.

Conduct comprehensive Peer Review to provide a systematic evaluation process to assess and improve the quality and effectiveness of services and activities to meet the needs of the University community.

Continue to develop operational metrics for Texas State and the Texas Higher Education Human Resources Association (THEHRA) to determine return on investment for University policies and procedures.

Use of web based communication for the purpose of keeping our customers and stakeholders informed.

Accomplishments

All Job Specifications were updated with a new user-friendly pdf format and university logo.

25% of all Job Specifications were reviewed and work content revised which is equal to our annual 25% target.

All Pay Plan web pages were revised and updated providing a more appealing format and additional functionality.

A presentation detailing the use of the hiring matrix was added to the EASY system.

Benefits and Compensation FAQ's as well as numerous HR forms were placed on the HR website.

The Human Resources Web Site was completely revised to follow the guidelines prescribed by the University for department web sites. The revision included many improvements for expanded information and ease of navigation.

Updated the University's Work Life website and established a direct link to the website from the HR website.

Disappointments

Revisions of the HR website did not occur as rapidly as desired.

FY07 Strategies

Review 25% of all job specifications for correct content.

Continue to revise and improve HR website as appropriate for content and compliance with University website guidelines.

Continue to develop the Work Life website.

FINANCIAL INTEGRITY – Protect the financial integrity of the university by safeguarding the university's assets, ensuring efficient use of university resources and compliance with regulatory authorities.

Operations will be managed with available resources.

No report.

Improved, accurate and timely dissemination of financial information.

No report.

Facilities and infrastructure conducive to the overall well being of students, faculty and staff

Accomplishments

Secured and purchased HR Office equipment and furniture with $7115 in HEAF funds allocated to HR by the VPFSS.

FY07 Strategies

Continue to provide support for technology and supplies to enable HR staff to effectively meet the requirements of their jobs and promote a positive work environment.

Secure HEAF, NFR, and other similar funding to apply toward accomplishing HR Office goal and strategies.

WORK ENVIRONMENT – Create a challenging and satisfying work environment by promoting an effective, qualified and diverse workforce and publicizing our accomplishments.

Employees in the FSS Division will know what is expected of them, be informed, and receive timely, honest feedback on their performance.

Accomplishments

All HR Office GOJA's were reviewed and updated as necessary.

Created an HR Template for each employee that tied each employee's individual duties to the appropriate performance expectation in their performance plan and the appropriate HR, FSS, and University goals the duties supported.

The HR Office Policies and Procedures PPS was reviewed by all staff and appropriate updates made.

Disappointments

HR Templates for 3-4 employees were not finalized.

FY07 Strategies

Create a career ladder for University titles to identify career paths and lay foundation for job related training.

Get all HR Templates completed and updated.

FSS employees should achieve a rating of 300 or above on their performance evaluation appraisals.

Accomplishments

All HR Office employees received a rating in excess of 300 on their annual performance appraisal.

A systematic training and development program will be in place for each FSS employee.

Accomplishments

HR Office staff attended 153 formal professional development activities in FY06 and two employees enrolled in Texas State academic courses in pursuit of a degree (Bachelors – 1, Masters – 1).

Human Resources implemented a required monthly training/information program for all HR employees called "US" in which HR staff members describe their jobs and how they relate to overall HR Office operations and goals.

FY07 Strategy

Continue development and implementation of a formalized office plan to provide staff with professional development opportunities to promote the personal and professional growth necessary to successfully carry out the responsibilities of their position.

Division employees will be valued and their achievements recognized.

Accomplishments

All HR Office employees (excluding the Director and Assistant Directors) received a performance bonus achievement award last year for contributions to the HR Office mission and goals. The Director pushed the decisions for the awards down to two employees that were one level below the Assistant Director level to give them a management development experience in handling compensation decisions for staff members.

The HR Office initiated a new recognition program for its staff which includes recognition for years of service in the HR Office. Employees are honored with a certificate for each year of service and special engraved star paperweights in differentiating materials and colors for increments of 5 years service. Dinner gift cards, movie tickets, and music gift cards from the Director are also awarded at designated 5 year interval periods.

Redistributed over $38,000 from salary savings and job restructuring back into salaries of individual HR Office staff members.

One HR employee, Jeff Lund, received a VPFSS Customer Service Award at the annual FSS Picnic.

Two HR employees, Roxanna Weaver and Selma Selvera, were recommended for the Employee of the Month award.

Employees who participated in Governor Perry's "Texas Round-UP" physical fitness program for state employees were honored with Certificates of Completion signed by Governor Perry as well as with a reception hosted by the VPFSS.

Human Resources had a 100% staff participation rate for the FY06 University Fund Drive.

Disappointment

Did not recommend HR staff members enough for FSS individual and team awards.

FY07 Strategy

Recommend HR staff members as appropriate for FSS individual and team awards.

The FSS Division will achieve a diverse workforce.

Accomplishments

Contracted with four recruiting vendors with good track records of providing a greater number of diversity job candidates.

Began producing metrics on the effectiveness of diversity recruitment.

HR has staff members on both the FSS Diversity Committee and the Equity and Access Committee, and provides extensive data support for committee initiatives.

FY07 Strategies

Continue to try and increase diversity of applicant pools for staff positions through targeted advertising by using third party vendors that specialize in reaching diversity candidates.

FISCAL YEAR 2007

Human Resources Employees
Fiscal Year 2007

Name of Employee	Job Title	Subgroup	FTE
Ms Emma O Robillard	Supv, Human Resources	12 Mo NE Salaried	100.00
Mrs Bobbie J Brandenburg	Sr Human Resources Assistant	12 Mo NE Salaried	100.00
Ms Paola Anne Campesi	Administrative Asst III	12 Mo NE Salaried	100.00
Mrs Teresa A Duggins	Human Resources Assistant	12 Mo NE Salaried	75.00
Mr Jeffrey N Lund	Mgr, Compensation	12 Mo Ex Salaried	100.00
Mrs Kathleen A Mahan-Michaud	Sr Human Resources Assistant	12 Mo NE Salaried	100.00
Ms Michelle D Moritz	Asst Dir, Human Resources	12 Mo Ex Salaried	100.00
Mrs Deborah E Mathews	Administrative Asst II	12 Mo NE Salaried	100.00
Mr John E McBride	Dir, Human Resources	12 Mo Ex Salaried	100.00
Mr Stanford E Moore	Systems Support Spec II	12 Mo NE Salaried	100.00
Ms Rosie Olivo	Human Resources Analyst	12 Mo Ex Salaried	100.00
Ms Heather M Phillips	Human Resources Representative	12 Mo NE Salaried	100.00
Dr Floyd F Quinn	Asst Dir, Human Resources	12 Mo Ex Salaried	100.00
Mrs Selma P Selvera	Human Resources Representative	12 Mo NE Salaried	100.00
Ms Rose C Trevino	Human Resources Representative	12 Mo NE Salaried	100.00
Mrs Roxana E Weaver	Supv, Human Resources	12 Mo NE Salaried	100.00

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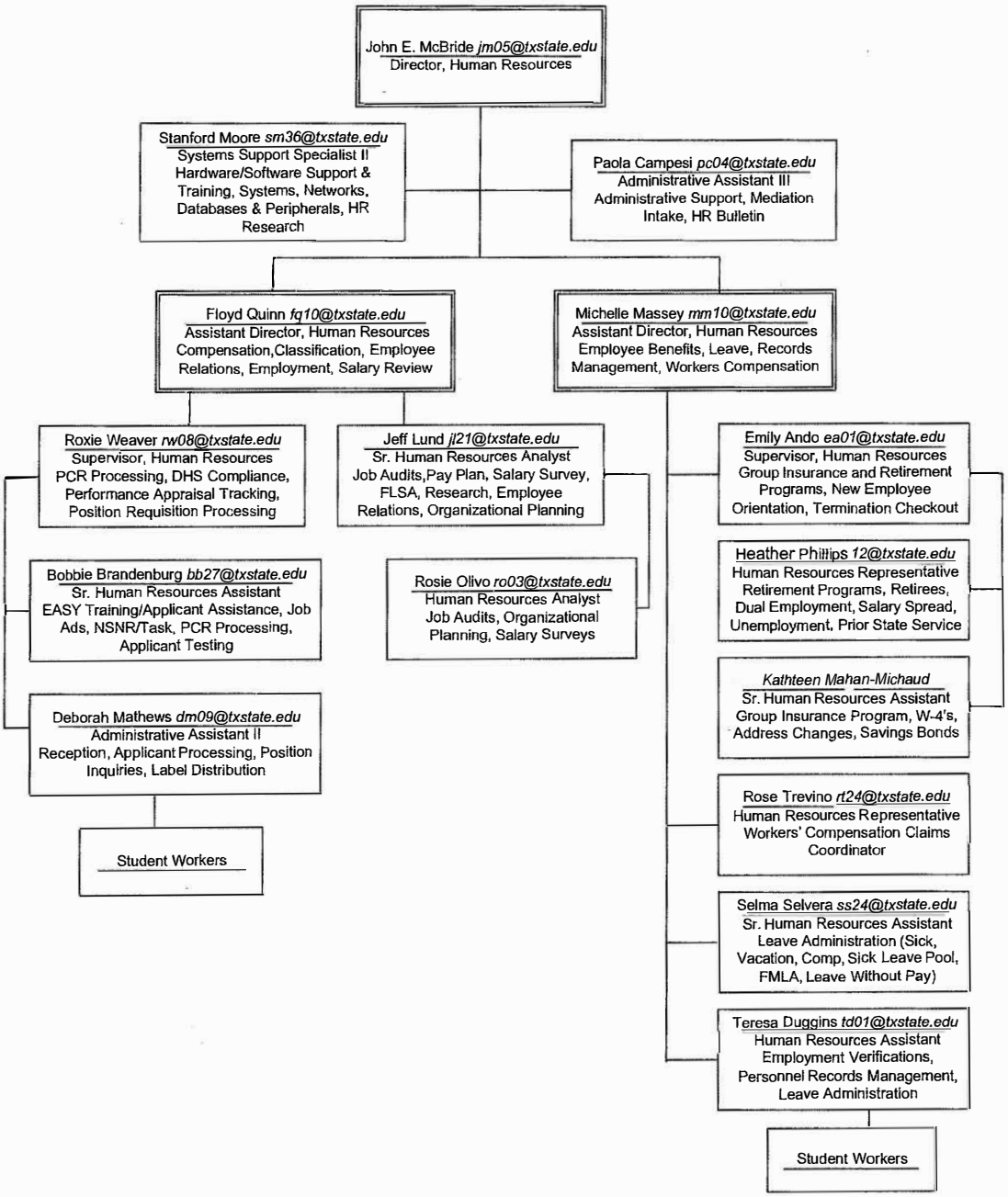


9/1/06

ACCOMPLISHMENTS/DISAPPOINTMENTS REPORT – HUMAN RESOURCES ACADEMIC YEAR 07 (9/1/06 – 8/31/07)

GOAL 1 - CUSTOMER SERVICE – Enhance our customer service focus by continuously reviewing our core processes and implementing new services.

Strategy - Improved Core Processes

Accomplishments

-Adopted use of the CUPA survey to address Athletics titles and discontinued use of Southland Conference salary data. During this period the University market results using FY 04-05 CUPA-HR data was redone using FY 05-06 data. Also, new titles found in the FY 06-07 CUPA survey data were incorporated and replaced plugged relationships in the plan. Also conducted and completed a "Lessons Learned" study to facilitate a smoother and more efficient process for the November 07 implementation of the university market and other future pay plan adjustments in response to salary survey data.

-Continued work with President's Cabinet and divisional vice presidents to implement a market driven pay increase for Texas State employees to be effective June1, 2007. Work included securing and providing counsel for updated pay plan relationships, recommendations on how to allocate funding provided by President's Cabinet, running various cost scenarios based on 05, 06, and 07 data to meet funding provided by President's Cabinet (including providing CUPA data for Athletics positions by NCAA division), and recommendations to implement a continuous budgeting process to provide for market driven faculty and staff pay increases in the future. President's Cabinet approved a similar market driven increase for the university market to be effective November 1, 2007 and work began on this implementation.

-Successfully implemented a comprehensive validation program for job titles requiring degrees and employee testing.

-Outsourced the University's mediation program to the Dispute Resolution Center of Travis County and formally discontinued the University's past practice of training and using University employees as mediators as recommended in UPPS 04.04.41.

-Implemented as recommended in UPPS 04.04.03 "Special Staff" hiring procedures for employment of individuals in a regular status but for a defined period of time,

- Implemented Local market data for classified and unclassified titles.

-Conducted HR module SAP Support Pack testing and testing for ERP 2005 upgrade. Upgrade implemented June '07.

-Completed 188 job audits (65 New Position, 97 Reclassification and 26 FLSA status change for Academic Advisor title). Reviewed/revised 20% of all pay plan title job specifications. Reviewed/revised 16 UPPs, 4 FSS/PPSs, 2 HR/PPSs including the addition of the new HR/PPS Electronic Mail and Other Written Communication which addresses how to write and format email and other written communications.

-Received approval to implement the University Market pay plan minimum rates.

-Continued HR departmental strategy of making at least one outreach visit to each college and divisional council each academic year.

-Continued collaboration with Institutional Research and IT divisional personnel to establish and expand HR data in a Business Warehouse.

-Continued monthly HR Forum meetings with selected representatives from all divisions.

-Continued monthly publication and distribution of the Human Resources Bulletin to all regular faculty, staff, and certain eligible graduate students.

-Coordinated with the Student Health Center to transition new faculty and staff work-related injury cases from Student Health Center treatment to other providers in the San Marcos area.

-Combined Benefit Replacement Pay (BRP) into base salary and created eligibility records.

-Hosted the annual Human Resources Financial Planning & Retirement Fair.

-Completed re-labeling of all active employee files to replace SSN with Texas State ID number. Started re-labeling and purging terminated files to prepare for document imaging.

-Continued monthly updates of the Staff Handbook and provided input for relevant sections of the Faculty Handbook.

-Completed various reports to include Medicare Data Match, ORP Participation Report, University Directory, Overtime Payments, Overtime/Comp Time Accrual and Liabilities Reports, University Service Awards, and SAO Workforce Survey, and Faculty & Staff Separations (turnover).

-Assumed responsibility from the FAS team for the content and providing of SAP Time Administration and Managing Positions and PCRs in SAP training courses.

-Began preliminary meetings with the University Archivist to determine a document retention schedule for relevant University Human Resources records and identification of a priority order of records that could be imaged.

-Secured approval to establish an HR Master Data Center to process all staff and student employment PCR's and organizational structure changes. Identified funding for Center, selected staff to fill all the Center positions, began transition coordination with Career Services for the transfer of student employment PCR processing, and initiated contact with Facilities to prepare space in JCK 314 for the Center. The HR MDC has a targeted date of November 1, 2007 to become operational.

-Reviewed/revised 20% of all pay plan title job specifications.

-Implemented a six month automatic "application expired" purge of applications in the EASY system.

-Published HR/PPS Electronic Mail and Other Writter Communications which provides guidance for writing effective emails and other written communications. The information in the PPS comes from (1) HR research, (2) Communications Class Project specifically for HR (Dr. Philip Salem), and (3) Professional Development Workshop ourside of texas State entiltled "Writing Powerful Business E-Mail". The VPFSS has requested that the contents of the HR/PPS be presented to Extended BSC members at October 2, 2007 meeting. I believe the addition of this accomplishment is appropriate due to the scope of the research used to produce it, and Communication is an HR Core Process.

-Reviewed/revised 16 UPPS's, 4 FSS/PPS's, 2 HR/PPS:
UPPS's - (04.04.01 Miscellaneous Human Resources Policies and Procedures, 04.04.03 Staff Employment, 04.04.07 Nepotism and Related Employment, 04.04.12 Compensation in Excess of Base Annual Salary for Staff, 04.04.20 Staff Performance Appraisal Policy, 04.04.30 University Leave Policy, 04.04.40 Disciplining and Terminating Staff Employees, 04.04.41 Staff Employee Grievances and Complaint Policy, 04.04.43 Workers Compensation Injuries, Illnesses, and Claims, 04.04.49 Mediation

Services, 04.04.53 Honors and Benefits for Retired Faculty & Staff – Retired Friends of Texas State, 04.04.XX New Drug Testing UPPS which contains two other UPPS's collapsed into this one – UPPS 04.04.48 Drug Free Schools and Communities Act and UPPS 04.04.45 Drug-Free Workplace.

FSS/PPS's – 04.04.01 University Organizational Charts, 04.04.02 Compensatory Time for Exempt FSS Staff, 04.04.03 Holiday Policy, 04.04.04 Administrative Appointments

HR/PPS – 04.04.01 Human Resources Office Policies and Procedures

Disappointments

-Pay Plan minimum rates were not fully adjusted to market levels as determined by the biennial salary survey process.

-The document imaging process continues to move at a very slow pace.

-Extremely slow review of new and revised HR UPPS's by campus reviewers and President's Cabinet.

Strategy - New Services Will Be Implemented To Meet The Needs Of Our Customers.

Accomplishments

-Secured approval of UPPS 04.04.01 Miscellaneous HR Policies and Procedures in July 07 whose provisions eliminated the waiting periods for class release time and payment of fees for Texas State employees wanting to take academic course work. The UPPS also authorized payment of college tuition with departmental funds for job-related academic courses.

-Revised and delivered the SAP training class "Managing Positions and PCRs in SAP" as well as continued to provide one-on-one instruction as necessary.

-Implemented an extensive criminal history background check program for regular staff employees utilizing a third party vendor as recommended in the new Background Check UPPS. Also initiated criminal history background checks for non-student non-regular staff employees utilizing the Texas Department of Public Safety database. **The Background Check UPPS 04.04.17 was finally posted on the web in early August 2007, but President's Cabinet had authorized its provisions to become active effective September 1, 2006.**

-Continued research and investigation for a tax plan for highly compensated employees for Texas State and other TSUS employees.

-Conducted successful mid-year open enrollment for Long Term Care benefits program and implemented the legislatively mandated Opt-Out Credit as directed by ERS for employees who waive health insurance coverage.

-Implemented legislative changes affecting benefit plans and the Opt-Out Credit as directed by ERS for employees who waive health insurance coverage.

-Presented two Managing @ Texas State courses for staff, designed an academic version of the course at the request of the Provost for Deans and Chairs, and identified initial delivery dates of the academic course to be in September 07.

-Enhanced Unprocessed Time Entry report (ZUTIME) and created a new report to assist department heads and time administrators in tracking of time not reported by employees (ZNOTIME).

-Created a new, more flexible and comprehensive report on retirees for University Advancement.

-Implemented a Roth 403b retirement/savings option under Tax Deferred Accounts (TDA).

-Conducted one intervention investigation (Financial Aid) at the request of management to determine climate in employee work environment.

-Obtained approval of 04.04.01 Miscellaneous HR Policies and Procedures which eliminated the waiting periods for class release time and payment of fees. Also, permits departments to pay for tuition for job-related academic courses.

-Implemented departmental HUB strategy for all purchases. A review of all items requested is compared against the State HUB vendor list for availability in compliance with state law.

-Presented two Managing @ Texas State courses for staff, designed an academic version of the course at the request of the Provost for Deans and Chairs, and identified initial delivery dates of the academic course to be in September 07.

- Conducted one intervention investigation (Financial Aid) at the request of management to determine climate in employee work environment.

-Researched legal basis and past history, provided review and comments, and secured implementation procedures for On-Call Pay Policy and Procedures in the FSS Division to be effective September 1, 2007.

Disappointments

-Unable to get direction from the TSUS Office to bring to closure the decision to either obtain or not obtain a tax plan for highly compensated employees for Texas State and other TSUS employees.

-Did not secure an online job description, job audit, and GOJA library service.

-Unable to complete research and finalize a recommendation to secure software to produce University Organization Charts.

Strategy – The Organizational Structure And Processes Of Each FSS Unit Is Deemed As Meeting The Needs Of Its Customers And Is Supportive Of The Mission.

Accomplishments

-Received approval to implement the Master Data Center for staff and student PCR processing and centralized organization changes within SAP. The effective date of the center is 11/01/07.

Disappointments

-Did not secure funding to expand Work Life Coordinator to a full time position.

-Unable to implement an internal temporary services program for the campus.

-Have not been able to secure funding for an Employment Manager position whether Master Data Center is established or not.

-Did not secure an electronic online job description, job audit, and GOJA library service.

Strategy – Assessment Is Used For Continuous Program Monitoring and Improvement.

Accomplishments

-In response to 2004 Triennial HR Customer Satisfaction Survey comments for a faster audit turnaround time, HR Office resources were reallocated to the audit process. Audit turnaround time was reduced from 25-30 days to 8-10 days or less. The audit turnaround time for FY 07 has been maintained at the 8-10 days or less level. The Triennial HR Customer Satisfaction Survey was revised and distributed in April 2007.

-Conducted a survey of Deans and Chairs to determine what content needs to be included in the new academic Managing @ Texas State course for Deans and Chairs. Conducted 3 month follow-up surveys for participants in Managing @ Texas State courses to see if knowledge gained in course helped them on their job.

-Conducted and completed a "Lessons Learned" study after local market Pay Plan adjustments in May '07 to facilitate a smoother and more efficient process for the November '07 implementation of the university market and other future Pay Plan adjustments in response to salary survey data.

-Human Resources began the process to select 3-5 administrative and educational support outcomes to monitor for FY 08 in compliance with SACS requirements.

-Participated in a facilitated process to document PCR and time processing with Faculty Records, Career Services, Budget Office, Grants Accounting and Payroll staff. Recommendations resulted from the process include establishing a Master Data Center in the Human Resources Office

-Identified and secured approval of administrative outcomes for Texas State's SACS accreditation process.

-Partnered with two Texas State Department of Management faculty to run a detailed analysis of the 2007 HR Triennial Customer Satisfaction Survey results. Also secured agreement with these faculty members for assessment and analysis assistance on future HR survey type projects.

Strategy – Use Of Web Based Communication For The Purpose Of Keeping Our Customers And Stakeholders Informed.

Accomplishments

-Implemented a six month automatic "application expired" purge of temporary employment applications in the EASY system.

-20% of all plan job specifications were reviewed and work content revised.

-Implemented minimum wage increase and notified campus via departmental web page.

-Developed and implemented salary increase templates in conjunction with merit increase.

-Developed and implemented a checklist to assist departments in requesting and processing organizational changes in SAP.

-Published an online organizational change request form for supervisors.

-Redesigned the Human Resources web site to provide better navigation and more comprehensive information. Added HR staff directory to HR website.

-Initiated contacts with University Marketing to obtain assistance to further refine the HR and EASY web sites after determining these sites receive over 250,000 hits per year which make them the fifth most visited sites at Texas State.

GOAL 2 – FINANCIAL INTEGRITY – Protect the financial integrity of the University by safeguarding the University's assets, ensuring efficient use of university resources and compliance with regulatory authorities.

Strategy – Operations Will Be Managed With Available Resources.
Strategy – Improved, Accurate, and Timely Dissemination of Financial Information.

Strategy – Facilities and Infrastructure Conducive To the Overall Well Being Of Students, Faculty, and Staff.

Accomplishments

-HR secured temporary storage space for file overflows in JCK 314.

-Coordinated with VPSA, VPFSS and Facilities Committee the return of JCK 312 from office space for Residence Life to its original inteneded use as a conference room in August 07. The return was accompanied by $8400 in funding from the VPFSS for furniture and electronic presentation equipment.

Strategy – Fewer Exceptions to Compliance Issues

Accomplishments

-Initiated and coordinated work group from Tax Specialist, Payroll, and Budget Office to better define and automate data required for the annual LBB Higher Education Accountability Report.

-Implemented departmental HUB strategy for all purchases. A review of all items requested is compared against the State HUB vendor list for availability in compliance with state law.

GOAL 3 – WORK ENVIRONMENT – Create a challenging and satisfying work environment by promoting an effective, qualified and diverse workforce and publicizing our accomplishments.

Strategy – Employees In The FSS Division Will Know What Is Expected Of Them, Be Informed, and Receive Timely, Honest Feedback On Their Performance.

Accomplishments

-All HR Office GOJA's and Performance Plans were reviewed and updated as necessary.

-The HR Office continued using the HR Template for each employee that ties each employee's individual duties to the appropriate HR, FSS, and University Goal.

-The HR Office Policies and Procedures PPS was reviewed by all HR staff and appropriate updates made.

-The HR Strategic Plan for FY 07-12 was reviewed by all HR staff and appropriate updates made.

-Continued to meet quarterly with staff to review performance goals and document performance achievements.

Strategy – FSS Employees Should Achieve A Rating Of 300 Or Above On Their Performance Evaluation Appraisals.

Accomplishments

-All HR Office employees received a rating of 300 or above on their CY 06 annual performance evaluation appraisals.

Strategy – A Systematic Training And Development Program Will Be In Place For Each FSS Employee.

Accomplishments

-Part II on each HR Office annual performance evaluation form identifies the training and development activities recommended for the employee for the calendar year.

-HR Office employees attended 143 formal professional development activities from 9/1/06 to 8/31/07. One HR employee is enrolled in the Texas State MBA program with an expected graduation in December 07. Another employee will apply for admission to a PhD program beginning FY '09.

-Three HR employees have indicated an interest in obtaining the SHRM PHR and SPHR certifications, and HR has secured the training library for these certifications.

Disappointments

-A systematic training and development program is not in place for each FSS employee.

Strategy – Division Employees Will Be Valued And Their Achievements Recognized.

Accomplishments

-Eight HR Office employees received performance bonuses.

-Three Human Resources Office employees were recognized as Employee of the Month. This was the first time in the history of the EOM program that 3 individuals from the same office received the EOM award in the same FY. One of these three was also selected as Employee of the Year.

-The HR Office continued its internal recognition program for its staff which includes recognition for years of service in the HR Office. Employees are honored with a certificate for each year of HR Office service and special engraved star paperweights in differentiating materials and colors for increments of 5 years of service. Dinner gift cards, movie tickets, and music gift cards from the Director are also awarded at designated 5 year service intervals.

-Human Resources and Texas State received national recognition from CUPA-HR in its nationally distributed **Knowledge Center** web publication for our HR policies on faculty sick leave, employee wellness, retiree benefits, and HIV/AIDS Management.

Strategy – The FSS Division Will Achieve A Diverse Workforce.

Accomplishments

-HR has dropped InsideHigherEd and HigherEdJobs but has retained LatinosinHigherEd as a diversity recruiting source.

-Began producing metrics from data in the Business Warehouse and PeopleAdmin on the effectiveness of diversity recruitment in all divisions. A summary report is provided to Equity and Access and all Vice Presidents.

-HR has representatives on the FSS Diversity Committee, the Equity and Access Diversity Committee, and the ADA/504 Compliance Committee.

-HR department is currently 75% Female and 19% Hispanic.

Disappointments

-The hoped for increase in diversity candidates in applicant pools by advertising with third party vendors did not materialize.

Strategy – The FSS Division will implement t strategies to support the institution's efforts with student retention.

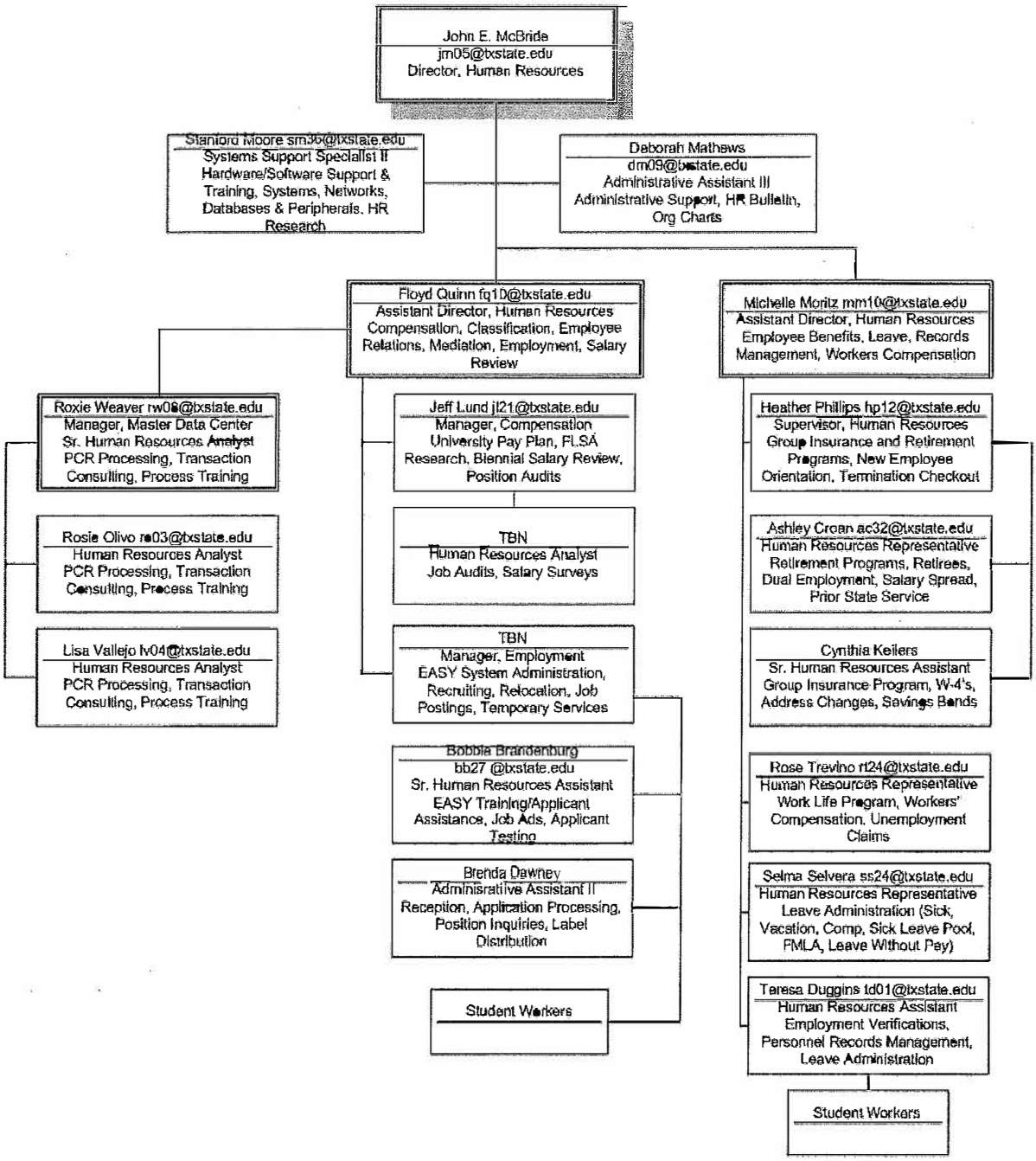
-HR employed 7 work study students, 3 interns, and 4 regular wage student workers in FY 07. HR also was a guest lecturer in 2 academic classes, gave 6 interviews to students for their coursework, had 2 employees serve as Mentors, engaged 2 classes to do research and presentations on HR operations, and had 1 employee teach University Seminar.

FISCAL YEAR 2008

Human Resources Employees
Fiscal year 2008

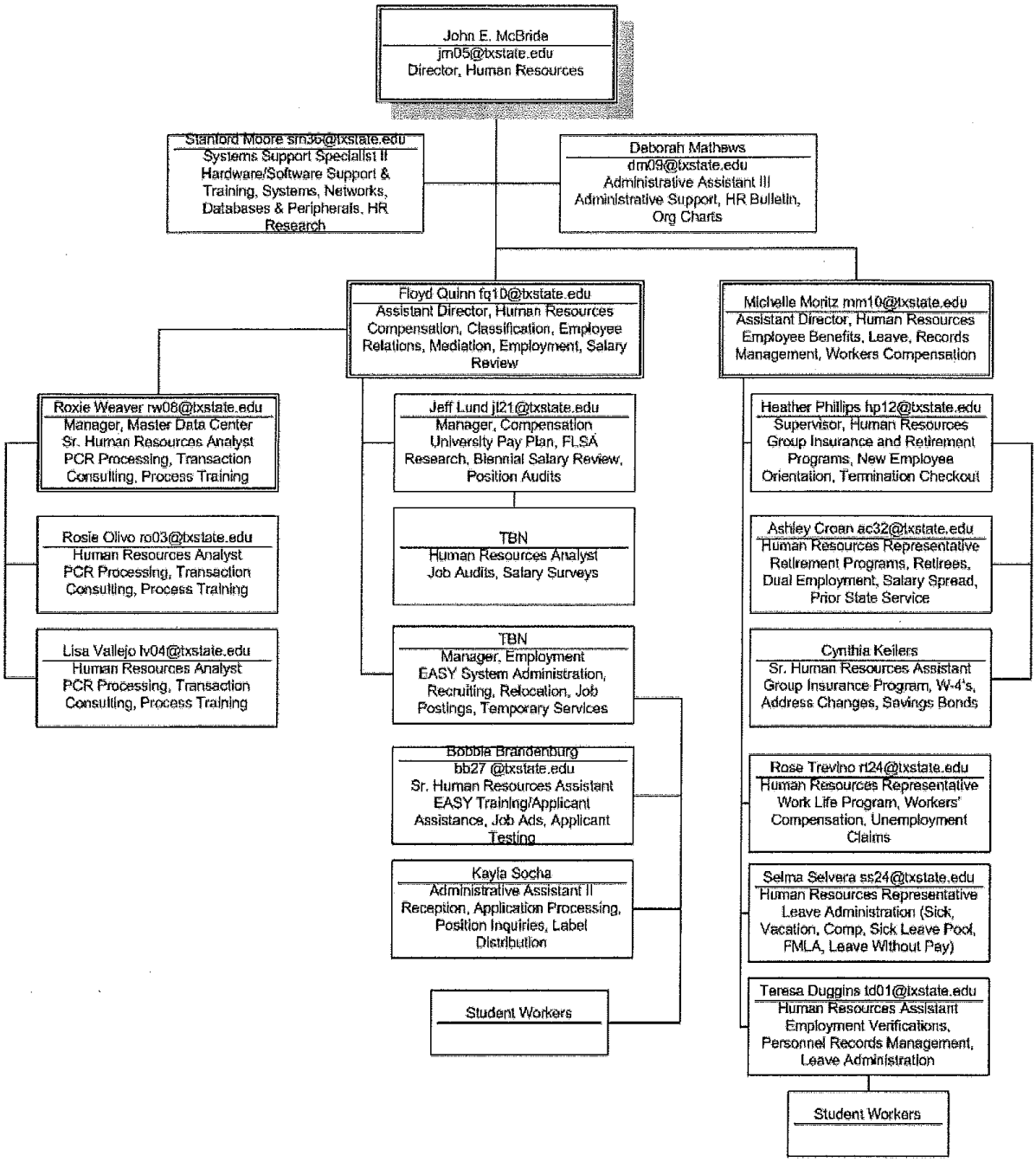
Name of Employee	Job Title	Subgroup	FTE
Mrs Bobbie J Brandenburg	Sr Human Resources Assistant	12 Mo NE Salaried	100.00
Mrs Ashley B Croan	Human Resources Representative	12 Mo NE Salaried	100.00
Mrs Brenda V Downey	Administrative Asst II	12 Mo NE Salaried	100.00
Mrs Teresa A Duggins	Human Resources Assistant	12 Mo NE Salaried	75.00
Mr Jeffrey N Lund	Mgr, Compensation	12 Mo Ex Salaried	100.00
Mrs Deborah E Mathews	Administrative Asst III	12 Mo NE Salaried	100.00
Mr John E McBride	Dir, Human Resources	12 Mo Ex Salaried	100.00
Mr Stanford E Moore	Systems Support Spec II	12 Mo NE Salaried	100.00
Ms Michelle D Moritz	Asst Dir, Human Resources	12 Mo Ex Salaried	100.00
Ms Rosie Olivo	Human Resources Analyst	12 Mo Ex Salaried	100.00
Ms Heather M Phillips	Supv, Human Resources	12 Mo NE Salaried	100.00
Dr Floyd F Quinn	Asst Dir, Human Resources	12 Mo Ex Salaried	100.00
Mrs Selma P Selvera	Human Resources Representative	12 Mo NE Salaried	100.00
Ms Rose C Trevino	Human Resources Representative	12 Mo NE Salaried	100.00
Mrs Roxana E Weaver	Supv, Human Resources	12 Mo NE Salaried	100.00

Texas State University-San Marcos
Human Resources Organizational Chart



09/1/07

Texas State University-San Marcos
Human Resources Organizational Chart



01/08

McBride, John E

From: McBride, John E
Sent: Thursday, September 11, 2008 11:43 AM
To: 'Ashley Croan'; 'Bobbie Brandenburg'; 'Cynthia Keilers'; 'Deborah Mathews'; 'Don Fehlis'; 'Floyd Quinn'; 'Heather Phillips'; 'Jeff Lund'; 'John McBride'; 'Kayla Stocha'; 'Lisa Vallejo'; 'Michell Moritz'; 'Rose Trevino'; 'Rosie Olivo'; 'Roxie Weaver'; 'Selma Selvera'; 'Stanford Moore'; 'Tammy Coyle'; 'Teresa Duggins'; 'Vanessa Salazar'
Subject: FW: Accomplishments Report
Attachments: FY 08 Division Accomplishments_Dissappointments.doc

Dear Staff,

Here is the list of our HR Accomplishments/Disappointments for FY 08.

As you can see by Nancy Nusbaum's email, we could just update the report she had put together for Dr. Trauth last April...and that is what I opted to do. The updates are in red.

Once we have completed our strategic and operational plans later this month, I will go in and add the strategies we will concentrate on for FY 09.

Again...great job!

John

From: Nusbaum, Nancy K
Sent: Thursday, September 04, 2008 5:29 PM
To: Nance, William A; Dowdy, Terry A; Thyberg, Gordon M; McBride, John E; Root, John R; Nusbaum, Nancy K; Ondreyka, Terry R; Fogarty, William P; Prado, Patricia A; Van Vlack, Valarie
Cc: Land, Brenda S
Subject: Accomplishments Report

Attached is the template to use for reporting your FY 08 accomplishments and disappointments. Also attached is the partial report that was done in April. If you use the partial report, please make all changes and additions in red and make a note if you want something deleted but don't actually delete it.

The report is due September 24.

Nancy Nusbaum
Associate Vice President for Finance & Support Services Planning
Texas State University-San Marcos
San Marcos, TX 78666
512 245-2244 (voice)
512 245-2033 (fax)

Texas State University-San Marcos is a member of the Texas State University System

Division of Finance and Support Services
FY 2008 Accomplishments
September 1, 2007 – March 31, 2008

Enhance our customer service focus by continuously reviewing our core processes and implementing new services.

Improved core processes

- Re-established the Division Priority Sub-Committee and procedures. (VPFSS Office-Planning)
- FPDC updated Campus Design Guidelines and Standards of Construction. (Facilities)
- An emergency on-call system was instituted that compensates employees for being in an on-call status. (Facilities)
- The first phase to eliminate solid waste dumpsters from central campus was implemented. Eventually, most or all dumpsters will be removed from central campus. (Facilities)
- Facilities implemented new computerized vehicle inspection software that provides real time updates to the Department of Public safety databases. (Facilities)
- FPDC created checklists for monitoring the construction administration process. (Facilities)
- Annual funding was secured to put in place a systematic cleaning schedule of building exteriors including window washing. (Facilities)
- HR continued the departmental strategy of making at least one outreach visit to each college and divisional council each academic year. (Human Resources)
- HR, Institutional Research and IT personnel collaborated to establish and expand HR data in Business Warehouse. (Human Resources)
- HR revised/delivered a portion of NEO for Administrators workshop. (Human Resources)
- HR staff coordinated several workshops on work life topics. (Human Resources)
- HR investigated and secured a child care feasibility study proposal from a vendor. (Human Resources)
- HR staff continued re-labeling and purging terminated files to prepare for document imaging. (Human Resources)
- Various reports were prepared by HR staff to include Medicare Data Match, ORP Participation Report, University Directory, Overtime Payments, Overtime/Comp Time Accrual and Liabilities Reports, State Comp Time Usage for Exempt Employees, University Service Awards, Administrative Accountability Report, Quarterly FTE Staffing Ratio Report, and Quarterly Diversity Tracking Report, Employee Separations, Group Health Insurance Enrollment Census, Directors and Officers Liability, ERS Salary Changes, Leave Summary of WCI, New Hires/Rehires/Separations and Name Changes, Monthly Compensation, Criminal History Statistics and Tracking, Monthly/Annual Job Audit Status, Director/Grievance Committee, Variable Compensation, and Annual Pay Plan Allocation Costs. (Human Resources)
- Developed new reports in SAP which included wireless allowance, payroll deduction for Campus Recreation Membership fee, daily leave balance, payroll results report, position analysis report, organization chart construction, and BW queries for comparison of state of Texas HRIS and Texas State EEO data. (Human Resources)
- HR continued to present Managing @ Texas State course for staff and an academic version at the request of the Provost for Deans and Chairs. (Human Resources)
- Continued work with University Archivist to update the document retention schedule for relevant University Human Resources records and identification of a priority order of records that could be imaged. Developed a Statement of Work with a third party vendor for FY 09. (Human Resources)
- Continued monthly HR Forum meetings with selected representatives from all divisions. Conducted attendance analysis and updated membership roll which led to 30+% increase in attendance. (Human Resources)
- Continued monthly publication of the Human Resources Bulletin to all regular faculty, staff, and certain eligible graduate student employees. (Human Resources)

- Collaborated with IT and UA to include retirees and emeritus titles in the online directories (CatsWeb and People Search). (Human Resources)
- Secured approval and funding for a new Employment Manager position. (Human Resources)
- Reviewed/revised 14 UPPS's and 1 FSS/PPS: UPPS's – 04.04.04 Affirmative Action Program, 04.04.09 Volunteers, 04.04.11 University Classification and Compensation Policy, 04.04.16 Overtime and Compensatory Time Policy, 04.04.15 NEO for Staff; 04.04.30 University Leave Policy; 04.04.43 Workers Compensation Injuries, Illnesses, and Claims; 04.04.32 Texas State Wellness Program; 04.04.17 Background Checks; 04.04.20 Staff Performance Appraisal Policy; 04.04.51 Phased Retirement Plan for Faculty; 04.04.41 Staff Employee Mediation, Grievance, and Complaint Policy; 04.04.44 Employees With Serious Illnesses; a07.07.03 Student Employment; and FSS/PPS 04.04.01 University Organizational Charts. 04.04.30 University Leave Policy. (Human Resources)
- Revision of UPPS 04.04.41 Staff Employee Mediation, Grievances, and Complaints Policy included the outsourcing of the mediation function. (Human Resources)
- In collaboration with University Attorney researched and wrote a new staff employee drug testing and submitted to the VPFSS for review. (Human Resources)
- Completed 184 new position and reclassification audits with an average turnaround time of 6 days. (Human Resources)
- Continue to maintain an average audit turnaround time of 8-9 days. (Human Resources) delete
- Developed and implemented a checklist for requesting and processing organization changes in SAP. (Human Resources)
- Published an online organization change request form for supervisors (Human Resources)
- Enhanced the efficiency and reporting timeliness of a comprehensive background check program for regular staff employees. Retained new vendor, "HireRight". Also developed a monthly Criminal History Tracking Report to monitor background check activity and results. (Human Resources)
- Conducted HR module SAP year end support pack testing. (Human Resources)
- Implemented Pay Plan adjustments for university market titles effective November 1, 2007. (Human Resources)
- Conducted first annual salary survey for local, university, and athletics titles and submitted recommended Pay Plan adjustments for FY 09 to President's Cabinet in August 08. (Human Resources)
- Conducted successful annual Salary Review process in Jun-Jul 08. (Human Resources)
- Conducted use analysis and deleted 100 unused titles from the University Pay Plan. (Human Resources)
- Initiated and continued studies/analyses to enhance reporting including expansion of available termination codes for turnover analysis, query construction for headcount/FTE counting, and a gender equity analysis for the Council of Women. (Human Resources)
- In conjunction with Council of Women gender equity analysis, reallocated titles between the Administrative and Professional EEO employee categories. (Human Resources)
- Initiated work on an Employee Relations Checklist for HR staff to ensure grievants and complainants have received all required information/instructions/forms to file a grievance or complaint. Checklist will feature a signed certification of acknowledgement of receipt by the grievant or complainant. (Human Resources)
- Designed and implemented a secure computer back-up strategy for HR information which features encryption of HR data. (Human Resources)
- Enhanced a new secured e-commerce payment site through our POS system provider MBS Bookstore. Improvements put us in compliance with the new Visa/MC rules for electronic commerce and the university rules for storing of sensitive credit card date. Have continued to update the site to where we now have over 400 items available for sale on the stores web-site. (University Bookstore)
- Continued to reward students that use Bobcat Bucks in the Bookstore with a 5% discount on most purchases including textbooks. For academic year 06-07 University Bookstore had the highest total sales using Bobcat Bucks totaling $50,000. From September 07 through March 08 we have recorded over $56,000 in Bobcat Bucks purchases in the University Bookstore exceeding the entire previous year. Our off-campus competitor during the same period of time generated only $15,600 in Bobcat Bucks sales resulting in almost a $4 to $1 advantage for the University Bookstore. (University Bookstore)
- Wrote the RFP for a new POS System with a hope of having the RFP released May 2008 and implementation of the system, February 2009. (University Bookstore)
- Continued to expand the usage of the Bobcat Bucks Program to additional off-campus locations and currently are have the program accepted in over 55 locations in San Marcos. (Bobcat Bucks/ID Services)

- Continued the departmental paper re-sale program using a HUB vendor that provided over $100,000 in HUB credit to one vendor for one single commodity, possible the largest campus-wide. (Printing, Copier and Mail Services)
- Austin route continues to be popular and we added 4 additional laps to the Austin route to satisfy demand. (Shuttle Bus Services)
- Completed Information Systems security risk assessment report for FSS file server. (Student Business Services)
- Reviewed and validated SIS requirements via Advantive Decision Director and reviewed RFI for SIS project. (Student Business Services)
- Revised production process flow for financial aid residual balance disbursements to be consistent with the tuition and refund disbursement process resulting in financial aid disbursements to the students at least one day sooner. (Student Business Services)
- Revised the laboratory inspection program by conducting inspections of each laboratory on monthly basis. (EHS&RM)
- With the cooperation of the Deans and Chairs we are proud to report that for the first time chemical inventories have been completed. (EHS&RM)
- Enhanced the Occupational Health and OSHA compliance programs by conducting daily visits to those areas where the highest number of personal injuries have occurred and providing consultations and training as needed to supervisors and the injured employees. (EHS&RM)
- Conducted fire safety training for staff and students (RA's) of Residence Life at the beginning of each semester with the primary focus of providing instruction about emergency evacuation, emergency response and fire fighting procedures. This is year two of the program and it will continue to be an ongoing program. (EHS&RM)
- Coordinated with and assisted in the safety training for all of the custodians who work on campus. The training will be offered annually and as needed upon request. (EHS&RM)
- Travel reimbursements were processed within 12 working days consistently (Accounts Payable)
- Automated the employee vendor creation process, considerably decreasing the turnaround time of these vendor setups (FI Master Data Center)
- Provided training to various departments about vendor set-up and creation of new accounts in addition to one-on–one trainings (FI Master Data Center)
- Quarterly reviews of 1099-MISC recipients and process documentation have improved the overall process (FI Master Data Center)
- Roll out of SDOL P-Card on-line access. This includes approximately 30 departments and 300 cards (Purchasing)
- Lowered all P-card limits. (Average is $5000.00) Prior to this change in policy the average limit was 20,000.00. (Purchasing)
- Established a new Purchasing Policy (Purchasing)
- Collected $19K of the FY2008 $35K claims YTD (Payroll)
- Enhanced and updated operating guidelines for the FI Stakeholders Group in order to improve SAP financial systems while maximizing limited institutional resources; (AVP Financial Services Office)
    - Oversaw implementation of a new Project Management System promulgated by the Information Technology Division,
    - Enhanced the protocol to identify high priority financial system improvements and new module implementation,
    - Encouraged and established protocols to encourage end user department participation in development and prioritization of project charters

New services will be implemented to meet the needs of our customers

- Working with Technology Resources to implement a new ERP Space Management System that is web based (VPFSS Office-Planning)
- The VPFSS Office took over the scheduling of the 11th floor JCK Regent's Room and Reed Parr Room. An Administrative Assistant II was hired to handle 11th Floor reservations. (VPFSS Office)
- Landscaping maintenance contracting was further expanded to meet the needs of the campus. Much of the contract work is done on weekends to minimize disruption of campus daily business. (Facilities)

- Additional waste hauling capacity was provided at the residence halls during move out and move in to accommodate the large volume of trash. (Facilities)
- Completed documents necessary to contract out testing of fire alarm and protection systems. (Facilities)
- Custodial Operations expanded the use of environmental friendly cleaning products. (Facilities)
- Developed and implemented a plastics recycling project which has processed seven tons of plastics during the timeframe of February 2007 – March 2008. (Facilities-Grounds)
- We will be adding Walk-up Coin Copiers and Laundry in our Residence Halls Summer 2008. (Bobcat Bucks/ID Services)
- Opened the Wells Fargo branch and added full teller service in June 2007. (Bobcat Bucks/ID Services)
- Opened Stubb's Bar-B-Q in Jones Diner making it the first franchise for the Austin Restaurant. (Dining Services)
- Have contracted to open an Einstein's Bagel shop on campus at the Den in Fall 2008 and a full-service Starbuck's will replace the current Proudly Brew concept currently in the LBJ Student Center. (Dining Services)
- Allowed students and general public to buy tickets for our Austin and San Antonio routes and provided a way for the public to purchase tickets at HEB. (Shuttle Bus Services)
- Departmental Receipting via SAP placed in production/cashiers in SBS first users to test system. (Student Business Services)
- Implemented various enhancements to meet state requirements, allow for additional web payment opportunities, better reporting, and more self-service applications. (Student Business Services)
- Implementing FUNDRIVER program to help maintain endowment accounting activities and calculations (Treasurer)
- Revised Human Resources mission statement, engaged staff to determine how best to display statement to them and our public, and secured a Texas State/HR Office wall logo for main HR lobby and Bobcat paintings for main and benefits lobbies. (Human Resources)
- Implemented change to wireless allowance policy. (Human Resources)
- Developed and posted on the HR website a staff employee employment checklist for hiring managers that guides them through each step of the staff hiring process. (Human Resources)
- Conducted 97 presentations for 16 formal training classes that included: the following training classes: Managing Positions and PCRs in SAP, Performance Appraisal Training for Staff, NEO I, NEO II, Classification/Compensation Training, HR Training for Grants, Understanding Organizational Management in SAP, Understanding Student Employment and Creating Student PCR's, I-9's for International Employees, Managing Wellness With HealthSelect, Financial Planning and Retirement, SAP time Administration, HR Training for Grants, Summer Enrollment Fair, Orientation for Staff and Academic Administrators, Managing @ Texas State. (Human Resources)
- Secured software to produce University organization charts and completed revision of FSS/PPS 04.04.01 University Organizational Charts which had been on hold since 2004. (Human Resources)
- Conducted both a Managing@TXSTATE and Managing@TXSTATE for Deans and Chairs course. (Human Resources)
- Implemented formal Work Life program with designated full time Work Life Coordinator effective March 31, 2008 and transitioned Workers Compensation function to Environmental Health, Safety, and Risk Management in August 08. (Human Resources)
- Secured President's Cabinet approval and support for an Administrative Assistant training program and began collaborative work with Professional Development. After declination of Professional Development, HR took ownership of the course and sent Assistant Director to North Carolina State to observe and research the NC State model program. (Human Resources)
- Negotiated and secured a Relocation Services Agreement with Global Mobility Services of Phoenix, AZ to provide no cost relocation services to Texas State faculty and staff. (Human Resources)
- Initiated and secured Jobelephant service agreement for recruitment and advertising service in I-35 Corridor for various print media at a projected 25-30% cost savings for recruitment and advertising placement costs. (Human Resources)
- Completed and implemented a credential verification process for all staff positions that require state, federal, and other licensing to hold the position. (Human Resources)

- Developed and implemented a Hazardous waste management and chemical handling training program for faculty, staff and students who work with and handle chemicals in a laboratory and industrial environment. Included in this program was Hazardous Communication (HAZCOM) training which was identified as a deficiency by the Audit and Compliance group. The training will be ongoing as new employees are hired. In addition 780 lab inspections were conducted in 2007 that focused on waste management issues. (EHS&RM)
- Developed and implemented a Bio-Safety program for faculty, staff and students who work with biological agents. Included in the program was the development of an Exposure Control Plan for specific regulated activities and Blood Bourne pathogen training. Other components include the following:
    a. Created online training for Blood borne Pathogens
    b. Presentations for Blood borne Pathogens and blood spills in a classroom setting
    c. Development of an Institutional Bio-safety Committee
    d. Assisted Principal Investigators in the review of Control Plans for BSL-2
    e. Development of a Bio-safety Waste Management Program
    f. Installation of Sharps Containers in labs and areas where potential hazards may exist
    g. Advice on Decontamination and Disinfection
    h. Develop an Autoclave/Sterilization monitoring system

  (EHS&RM)
- An Institutional Bio Safety Committee was formed to monitor human pathogens, select agents and plant pathogens. This is a cooperative effort with Office of Sponsored Programs, Researchers and EHS&RM. (EHS&RM)
- Developed, implemented and conducted a Student Employee Safety Orientation training program for each student employee. 1300 student employees have completed the orientation program. The program is offered on the TRACS system and EHS&RM is working with Career Services and more recently Human Resources to maintain the program. The intent is that every student employee will complete this program within 30 days of employment. (EHS&RM)
- Developed and implemented a fire extinguisher inspection and maintenance program whereby all of the fire extinguishers on campus are identified by serial number, type and location in a database, inspected monthly and an annual certification performed for each. (EHS&RM)
- Developed and implemented online training for Radiation Safety, X-Ray Safety, and Laser Safety courses required for faculty and staff. (EHS&RM)
- Developed a database for tracking the identification, location and operability of Emergency Lights and Exit Signs on campus. (EHS&RM)
- Declining card program instituted for the Athletics team travel; program also supported emergency travel needs (Accounts Payable)
- Process international wires online through Wells Fargo's CEO web program thus reducing the number of checks issued and reducing trips to the bank (Accounts Payable)
- Travel & Expense Module began drafting requirements and policies; held an administrative staff work group session (Accounts Payable)
- Interface uploads were created and put into production for the JPMC Travel Central Billing Account and the Travel Declining Card Account (Accounts Payable)
- Collaborated with Office of Sponsored Programs on preparing a basic contract training seminar for PI's. (Contract Compliance)
- Collaborated with Purchasing Office to develop a project charter for an e-Procurement initiative. (Contract Compliance)
- Collaborated with Purchasing Office for the roll out of the new office supply contracts which utilized HUB Mentor-Protégé partners of major office supply contractors. (Contract Compliance and Purchasing)
- Assisted Work list requisition approval process for account manager approval in SAP (Purchasing)

The organizational structure and processes of each FSS unit is deemed as meeting the needs of its customers and is supportive of the university mission.

- Grounds Operations organizational structure continued to evolve to better adapt to the needs of the university. (Facilities)
- Implemented the HR Master Data Center for staff and student PCR processing (which number about 11,000 PCR's per year) and centralized organization changes within SAP. (Human Resources)
- Assumption of student monthly PCR processing and student employment verification. (Human Resources) delete
- Director of Contract Compliance assumed responsibility as Agency HUB Coordinator for the Texas State HUB Outreach Program. (Contract Compliance)
- Evaluated and reorganized the Financial Services Group to enhance service, improve compliance, and lower risk; (AVP Financial Services Office)
    - Re-established the Purchasing Department with the Director of Purchasing reporting to the Associate Vice President resulting in reduced risk of compliance failure and strengthened fiduciary oversight,
    - Established the FI Master Data Center Department with the Team Lead Systems Analyst reporting to the Associate Vice President resulting in strengthened coordination of financial master data,
    - Established an Assistant Director position in the Payroll Department resulting in enhanced management oversight and support of Payroll operations,
    - Focused the Director of Accounting position on Accounting, Accounting Operations, Financial Analysis and Financial Reporting resulting in strengthened financial oversight, enhanced financial decision support systems including analysis and reporting
    - Transferred the Tax Specialist position to Payroll

Assessment is used for continuous program monitoring and improvement

- Revised and distributed FSS Division Satisfaction Survey (VPFSS Office)
- Revised and distributed Environment and Facilities Survey (VPFSS Office-Planning)
- Conducted a Work-Climate Survey within the Facilities Department and the discussed the results with supervisors and employees. (Facilities)
- Completed self-study documentation for FSS Division Peer Review (VPFSS, Planning, Facilities, Financial Services, Budget, Auxiliary Services, EHS&RM, Treasurer, Human Resources)
- Completed first draft phase of SACs accreditation documentation (VPFSS, Planning, Facilities, Financial Services, Budget, EHS&RM, Treasurer, Human Resources)
- Conducted post course surveys of Managing@TXSTATE and Managing@TXSTATE for Deans and Chairs participants to evaluate the quality and relevance of course content. (Human Resources)

Use of web based communication for the purpose of keeping our customers and stakeholders informed.

- The FSS Division and Planning and Space Management websites were moved to the University's Web Content Management System. The Roster of Councils and Committees was also moved to an independent website on the University's Web Content Management System. Two new websites were created: construction maps and the Texas College and University Facilities Conference site. (VPFSS Office-Planning)
- AVPFSSP working with Marketing Office to prepare a Virtual Tour of the campus and a walking tour to be posted on the web (VPFSS Office-Planning)
- Continued development of FHRIS website to replace the FAS/SAP website. (VPFSS Office, Human Resources, Financial Services-Payroll, Purchasing, Accounts Payable)
- Completed redesign of EASY website. (Human Resources)
- Migrated HR website to the Content Management System (CMS). (Human Resources)
- Reformated, added extensive artwork, and placed Staff Handbook on the HR website. Revision will provide better readability and continued real time updates as appropriate. (Human Resources)

Protect the financial integrity of the university by safeguarding the university's assets, ensuring efficient use of university resources and compliance with regulatory authorities.

Operations will be managed with available resources

- Grounds Operations came into compliance with Edwards Aquifer Authority Best Management Practices of Large Landscape water consumption by tracking monthly water use and adjusting scheduling as needed. (Facilities)
- Adjusted chilled water system temperatures to enable more efficient and cost-effective cooling. (Facilities)
- The Maintenance Shops have completed 9,997 work orders and 3,219 preventative maintenance actions through the first seven and one half months of the fiscal year. (Facilities)
- Successfully transferred all of the Facilities departmental cell phones to push-to-talk only phones without loss of communication. (Facilities)
- To help reduce air pollution, Facilities Management purchased five flexible-fuel vehicle and one hybrid vehicle to replace six gasoline vehicles. (Facilities)
- In FY 2008 we had surpassed the total amount deposited in FY 2007 by the end of January 2008. We are projected to receipt total deposits in excess of $800,000 in FY 2008. Since our first year we have had a continual streak of 21 consecutive months where the total monthly deposits exceed the total from the previous year for the same month. (Bobcat Bucks/ID Services)
- Successfully worked with the students to pass an ID Services fee increase from $3.00 per semester to $5.00 per semester. The increase will allow the account to be solvent without relying on a subsidy from Dining Services. (Bobcat Bucks/ID Services)
- We were able to hold residence dining meal plan prices at current levels for next academic year. This marks the 6 year in 7 that we have not had to raise the price of the residence dining plans. (Dining Services)
- Installed a new grease control system in our dining facilities in an attempt to reduce waste and spills so that we will reduce the amount of COD in our waste water stream to lower the City surcharge. (Dining Services)
- We moved Pizza Hut to George's and raised the profile of that previously underutilized location. We also started accepting meal trades at that location prior to 1:00pm. (Dining Services)
- Received a profit share adjustment for contract years 2006 and 2007 for the first time since the new contract began in 1998. (Dining Services)
- Greatly reduced the deficit in the Print Shop and when combined with the Copy Cats and Postal retail operation we recorded a small surplus. (Printing, Copier and Mail Services)
- Secured a pre-sort mail services contract that reduced the price of university first class mail by $.038 per piece when the new postal rates went into effect. (Printing, Copier and Mail Services)
- Implemented the UPS Innovations contract which reduces the mail cost for envelops and packages over 1 ounce. Saving for year one should be approximately $25,000. (Printing, Copier and Mail Services)
- Implemented the copier services right sizing program providing cost savings and work efficiencies to those that have participated. Currently approximately 95% of our old walk-up copier fleet has been converted to departmental multifunctional devices. (Printing, Copier and Mail Services)
- Started buying state tax-free diesel fuel for the Bobcat Tram fleet under a cooperative contract with CAP Metro. (Shuttle Bus Services)
- Increased the amount of revenue collected for the Austin/San Antonio routes by 30% in FY 2007 vs. 2008. (Shuttle Bus Services)
- Generated sales that currently project total store revenue for FY 2008 to exceed $9,000,000 for the second straight year. Apparel sales for FY 2008 will exceed $1M for the first time. (University Bookstore)
- Reduced banking fees by reducing number of accounts and excess ledger balances within those accounts (Treasurer)
- Worked with investment advisors on asset allocation and investment performance goals (Treasurer)
- Continue to decrease the overtime with the payables staff through training and streamlining (Accounts Payable)
- Reallocation of funds to Payroll, Student Business Services, Accounting, and Purchasing for travel and training (Interim AVP Financial Services)

Improved, accurate and timely dissemination of financial and other information

- Substantially completed the College of Education Space Efficiency Study for the Dean. (VPFSS Office-Planning)
- Integrated GIS technologies into campus management, especially in the fields of space planning and location analysis. Provided the campus community a wide variety of custom maps and site analysis using aerial photography (Freeman Ranch location analysis), including construction site maps, easements for Board of Regents motions, walking tours, and ADA paths. (VPFSS Office-Planning)
- Documenting facilities inventory processes for the Student Information System. (VPFSS Office-Planning)
- Prepared the Classroom/Class Lab Utilization Report for the fall semester 2007 resulting in recommendations being approved by the Provost for implementation in fall 2008. (VPFSS Office-Planning)
- Produced the College Space Book reflecting Fall 2007 data for the Provost (VPFSS Office-Planning)
- Completed many custom maps and facilities inventory reports upon request. (VPFSS Office-Planning)
- Implemented new vehicle fuel accounts for the Facilities Department, separating the utility vehicles into a separate account. In addition to being able to more easily bill the utility account, separating fuel bill accounting from the rest of the M&O expenses highlights the budgetary consequences of volatile and rising fuel prices. (Facilities)
- IFRS report prepared and submitted within deadlines. Extensive research required to revise fee reporting to reflect current Coordinating Board definitions of mandatory and discretionary. (Student Business Services)
- Institutionalized per course faculty growth factor. (Budget Office)
- Implemented inflation factor for Operating (non-salary) increases. (Budget Office)
- Designed 5-year tuition & fee model with alternative percentage thresholds. (Budget Office)
- Implemented 2-year allocation of new funds. (Budget Office)
- Improved budget monitoring, greatly reducing magnitude of budget variances and overrides. (Budget Office)
- Considerable advances were made on the general ledger reconciliations between USAS and SAP (Accounts Payable)
- Provided the University with additional travel training, including a new session, *Understanding Travel: Beyond the Basics* (Accounts Payable)
- Assisted departments with preparing procurement solicitations and/or contracts for: (Contract Compliance)
    - Television Studio Analog-to-Digital Conversion
    - Electronic Card Access
    - Fundriver Software
    - Hazardous Waste Management
    - ALEERT/SMCISD Interlocal Agreement for Use of SMCISD Facilities for training
    - Bookstore Point-of-Sale system
- Oversaw efforts to capture, compile and format Texas State HUB data for inclusion in the State Semi-Annual HUB report. (Contract Compliance)
- Identified gaps in compiling HUB data and developed project charter to improve and streamline process for data capture of HUB data for semi-annual and annual State HUB reports. (Purchasing, Contract Compliance, FI Master Data Center)
- Coordinated the on-going imaging projects for JVs, TINs, and W9s forms (FI Master Data Center)
- Charter prepared for BI/BW reporting of Monthly Operating Report (MOR) and AFR data (Financial Reporting)
- Major update for account changes and uploaded to SAP for COOL and SDOL. This was particularly cumbersome this year due to all of the many fund changes for 2008. (Purchasing)
- Creation of a Payroll Cash Outflow Report used to monitor cash usage and needs by the Treasurer (Payroll)
- Creation of a monthly Payroll Activity Report for our AVP (Payroll)
- Creation of a Quarterly Claims Report to advise both the AVP's and VP's offices (Payroll)
- Coordinated the development or update of financial policies critical to support of executive management fiduciary oversight and responsibilities; (AVP Financial Services Office)
    - Development and implementation of a comprehensive Purchasing and Contracting Policy,
    - Development and implementation of Memorandums of Understanding for remote site purchasing operations,
    - Continued the process of updating delinquent University Policy and Procedure Statements.

Fewer exceptions to compliance issues

- Reviewed cash management processes; adding controls where applicable (Treasurer)
- Identified endowments lacking effective MOUs; working on project plan to resolve problem (Treasurer)
- Implemented processes to measure administrative and educational support outcomes to monitor compliance with SACS requirements. (Human Resources)
- Participated as member of System-wide study group for implementation of new federal 403b regulations which included drafting ORP and TDA plan documents for legal review by the TSUS Office.. (Human Resources)
- Revised salary spread election form in response to IRS regulation changes and conducted 100% re-enrollment of over 600 faculty members. (Human Resources)
- Took ownership from IT Division for monthly State of Texas HRIS reporting to the State Controller's Office. (Human Resources)
- Successfully implemented 2nd of 3 mandated federal minimum wage increases (07,08,08) from $5.85/hr to $6.55/hr in July 08. (Human Resources)
- Achieved compliance of 90% of the State Fire Marshal report. The remaining items are construction related and are being planned accordingly for correction. (EHS&RM)
- Worked with FI Master Data Center on the requirements for the Online Expenditure project from the Comptroller's Office (Accounts Payable)
- Several offices collaborated on the policy implementation to address IRS compliance of university furnished wireless cellular devices and reconciliation of the cell phone accounts (Accounts Payable, Contract Compliance, Purchasing, Tax Specialist, Materials Management, AVP Financial Services Office)
- Materials Management also tracked, safeguarded and documented the surplus cell phone transfers from departments for proper disposal. (Materials Management)
- Implemented a daily process to check for State Comptroller's Holds (FI Master Data Center)
- Ongoing employee enrollment in direct deposit of payroll checks resulting YTD in 94% participation in direct deposit for those paid monthly and 85% for those paid semi-monthly (Payroll)

Facilities and infrastructure conducive to the overall well being of the students, faculty, and staff

- AVPFSP assisted Dean of Health Professions with programming of the Nursing Building. (VPFSS-Planning)
- VPFSS Office remodeled and additional workstation created for a proposed System Support Specialist II position as well as work area for two students in Planning department. (VPFSS-Planning)
- The Capital Projects Unit in FPDC has 19 active major projects in various phases of planning, programming, design and construction with project budgets totaling over $287 million. (Facilities)
- The Board of Regents approved the updated submittal of the Capital Improvement Program estimated at $862 million. (Facilities and VPFSS Office-Planning)
- The Special Projects unit in FPDC is managing162 projects totaling over $4.8 million through mid-year. (Facilities and VPFSS Office-Planning)
- Relocated Control Room in Co-generation Plant providing a safer environment for Control Room Operators. (Facilities)
- Completed lighting upgrade to electronic ballasts and T8 fluorescent tubes in Derrick, Math and Computer Science, Agriculture and Freeman Aquatic buildings. (Facilities)
- Began a program of thoroughly cleaning air handler coils resulting in energy savings and more comfortable climate control. (Facilities)
- Landscape enhancement projects were completed at Supple Science, Taylor-Murphy, Student health Center, McCoy Building, Veteran's Memorial adjacent to Flowers Hall, and Alkek loading dock area. (Facilities)
- Converted the West Campus Parking lot from a Bobcat Tram bus pick-up location to a commuter park and walk lot during the construction of the Speck Street garage due to safety concerns. (Shuttle Bus Services)
- Finalized the City/University Transportation Task Force report with Texas Transit Institute, TTI. (Shuttle Bus Services)
- The Bike Coop, The Bike Cave, opened to assist students, faculty and staff with their questions and issues with bikes as an alternative transportation mode. The Bike Coop is run by students and volunteers to promote bicycling and the many benefits it provides. Services include tune-ups and sales of re-conditioned bikes. The

Bike Coop is located over at the Thornton House garage but will be moved eventually to a place more prominent to central campus. (Shuttle Bus Services)
- The Collections unit relocated from the 4th floor to JCK 101 placing all SBS student services on the first floor. (Student Business Services)

Foster an inclusive and supportive environment that values students, faculty, and staff and their contributions to the Texas State community, resulting in increased retention, diversity and improved employee morale.

Employees in the FSS Division will know what is expected of them, be informed, and receive timely, honest feedback on their performance

- Staff appraisals were completed and job descriptions were validated or updated. (Facilities)
- All HR Office GOJA's and Performance Plans were reviewed and updated as necessary. (Human Resources)
- The HR Office continued using the HR Template for each employee that ties each employee's individual duties to the appropriate HR, FSS, and University Goal. (Human Resources)
- The HR Strategic Plan for FY 07-12 was reviewed by all HR staff and appropriate updates made. (Human Resources)
- Completed a classification and compensation review of Financial Services; (AVP Financial Services Office)
    - Updated GOJA's (position descriptions including the critical Knowledge, Skills, and Abilities requirements) for senior Financial Services Group Officers,
    - In collaboration with the Human Resources Department identified the CUPA benchmark comparisons for all exempt Financial Services positions resulting in improved ability to establish fair and competitive salary ranges

FSS employees should achieve a rating of 300 or above on their performance evaluation appraisals

- All employees in Facilities except one received a 300+ rating on their performance evaluation appraisals. The one employee with a rating less than 300 has been given a performance improvement plan. (Facilities)
- All HR Office employees received a rating of 300 or above on their CY 07 annual performance evaluation appraisals. (Human Resources)
- Each staff member completed an annual Self-Evaluation form in conjunction with the Performance Appraisal process (Payroll)

A systematic training and development program will be in place for each FSS employee

- AVPFSSP attending all three steps of the SCUP Planning Institute (VPFSS Office-Planning)
- Weekly training provide to the Irrigation Crew by Director Brad Smith who has been approved by TCEQ to provide such training. (Facilities-Grounds)
- All professional staff earned continuing education credits to maintain licensure as an Engineer or Architect. (Facilities)
- Monthly training of each work group in Facilities continued throughout the year. (Facilities)
- Each new employee received formal departmental indoctrination in addition to the university-wide new employee indoctrination. The Associate Vice President for Facilities meets with each new employee as part of the indoctrination. (Facilities)
- The Director of FPDC has implemented a weekly brown bag luncheon to mentor Project Managers. (Facilities - FPDC)
- Custodial Operations sent two supervisors to CAPPA Supervisory Tool Kit Training. (Facilities – Custodial Services)

- The Custodial Supervisor completed APPA's Institute of Higher Education Certification. (Facilities – Custodial Services)
- The Custodial Trainer attended training and received certification for "Janitor University." (Facilities-Custodial Services)
- Part II on each HR Office annual performance evaluation form identifies the training and development activities recommended for the employee for the calendar year. Section staff attended 86 formal professional development workshops and events on and off campus. (Human Resources)
- Three HR employees have indicated an interest in obtaining the SHRM PHR and SPHR certifications, and HR has secured the training library for these certifications. (Human Resources)
- Director and Assistant Directors were able to attend one national level professional development conference. (Human Resources)
- Travel staff continued to train on the JPMC Smart Data On-Line credit card system (Accounts Payable)
- Attended the Society of College Travel Manager conference, which provided insight to colleges and universities travel policies and routine business across the US (Accounts Payable)
- Payroll Staff's knowledge base of SAP HR continues to increase significantly each year (Payroll)
- Staff training and development: Internal training materials developed for staff, including tools for baseline SAP research and introduction to governmental accounting (Financial Reporting)
- All staff members attended either on or off-campus training sessions on SAP, HR issues or NRA tax issues (Payroll)
- Keith Hickman obtained CTP and CTPM (Purchasing)

Division employees will be valued and their achievements recognized

- Continued to recognize people throughout the year utilizing the Just-in-Time Awards Program. (Facilities, Financial Services, Auxiliary Services, Human Resources, VPFSS Office)
- The Director of Custodial Operations developed and presented two Custodial Programs, one to the Central Physical Plant Administrators in institutions of higher education at a regional meeting in San Antonio, TX, and the other to the Metropolitan Community College-Penn Valley Custodial Operations in Kansas City, MO. (Facilities-Custodial Services)
- Continued the annual tradition of honoring our custodians with a luncheon during International Housekeeping Week. (Facilities-Custodial Services)
- Held annual luncheon recognizing individuals for years of accident-free work. (Facilities)
- HR Office Administrative Assistant III selected as August 08 Employee of the Month and elected Chair of Staff Council for FY 09. (Human Resources)
- FI/HR Year End Processing Team received the FSS Quarterly Team Award and the HR Master Data Center Implementation Team was a Quarterly Team Award nominee. (Human Resources)
- Performance Awards (Bonus) were given to 12 HR staff members. (Human Resources)
- Implemented a US savings bond service award program for HR Office staff. (Human Resources)
- Staff awarded 2 FSS team awards and one employee of the month (FI Master Data Center)
- Keith Hickman was named Employee of the month-October (Purchasing)
- FSS Team Award recipient for FI/HR Year-End Processes team (Financial Reporting)
- As an employee recognition and appreciation project, the first annual Financial Services Thanksgiving employee appreciation luncheon was held at the University Distribution Center. (Materials Management)
- On October 8, 2007 the Director of Materials Management taught an hour and a half class on "Asset Accounting" for the National Property Management Association (NPMA) certification training class in Austin, Texas. This certification training class was to prepare property management professionals to test for their Certified Professional Property Specialist (CPPS) certification awarded by NPMA. (Materials Management)

The FSS Division will achieve a diverse workforce

- Filled Sr. HR Assistant vacancy with Hispanic female. (Human Resources)
- Secured Equity & Access approval to fill vacant HR Analyst position with Hispanic female upon her graduation in December 2008. (Human Resources)

- Filled new Employment Manager position with a female. (Human Resources)
- Filled Treasurer position with a female. (VPFSS)

The FSS Division will implement strategies to support the institution's efforts with student retention

- Hired 9 work-study students , 4 interns, and 1 regular wage student worker during Fall 07 and Spring 08 semesters. HR staff provided 1 University Seminar instructor (Quinn) and made 6 guest lecturer appearances. HR staff also granted 8 student class credit interviews, and HR functions/processes were studied by 2 class projects (Staff Handbook, Texas State's HR System Fit). (Human Resources)
- Completed 6 student interviews and 6 class visits. (Human Resources) - Delete
- Worked with the Associated Student Government to establish an ASG/Bookstore Scholarship fund, based on a percentage of net surplus. Established the scholarship based on FY 2006 surplus at $29,000 for FY 2007. In 2008 the amount available to distribute will be $45,000 for a two year total of $74,000. (University Bookstore)

Division of Finance and Support Services
FY 2008 Disappointments

- All attempts to assist in the acquisition of property and the construction of a tower for the KTSW radio station were unsuccessful. (VPFSS Office)
- The University Space Audit was not completed as planned. (VPFSS Office)
- Having to allow plant fund accounts to carry deficits because of delayed bond sale for construction projects (VPFSS Office-Planning)
- While the funding for deferred maintenance has increased, it is not at the level the university needs to invest in its facilities and infrastructure. (Facilities)
- Unable to keep fully staffed in Custodial Operations due to high turnover. (Facilities)
- Unexpected loss of boilers at Co-generation Plant resulting in inconvenience to campus community. (Facilities)
- The continued use of off-campus caterers by our user departments many of which ignore the commission payment rules. (Dining Services)
- We are still working with TexDot and the university to start our Bike Path that was awarded $1.5M last year to construct. (Shuttle Bus Services)
- Scholarship detail was not sent to departments earlier – this hindrance was due to decision on how to calculate distribution amount (Treasurer)
- Donor statements not sent out yet – reconciliation issues (Treasurer)
- A systematic training and development program is not in place for each FSS employee. (Human Resources)
- Waiting on technical upgrade to SAP Portal to enhance functionality for Employee Self Service and PCR routing. (Human Resources)
- Unable to implement an internal temporary services program for the campus. (Human Resources)
- Did not secure an electronic online job description, job audit, and GOJA library service. (Human Resources)
- Phase II request for changes/updates to salary survey reporting functionality delayed due to competing priorities for SAP IT development resources. (Human Resources)
- New source of local market data did not have data available in time for HR to meet June 1 annual target date for submission of salary survey data and Pay Plan adjustments recommendations to President's Cabinet. Submission delayed until August. (Human Resources)
- State accounting continues to struggle to remain current while reconciling prior fiscal years (Accounts Payable)
- Travel & Expense Module delayed until CY2009 due to hardware migrations and to the need of new SAP functionality (Accounts Payable)
- Accounts Payable web page not completed (Accounts Payable)
- Desk procedures manual not updated (Accounts Payable)
- Other SAP automations on hold until time permits to draft charters and allocate technical resources, i.e. payment run automation, USAS vendor upload modifications, auto-payment of recurring monthly payments such as leases. (Accounts Payable)
- All recommended updates to contract related UPPS's have not been adopted. (Contract Compliance)
- Contracts still being processed and executed without routing through Office of Contract Compliance. (Contract Compliance)
- Staff turnover. (Financial Reporting)

Division of Finance and Support Services
FY 2009 Strategies

- Continue to work toward implementation of an ERP Space Management System (VPFSS Office-Planning)
- Our goal is that in 2009 we will record over $1M in deposits to Bobcat Bucks accounts. We will do this by adding more uses for the card, like laundry, copiers and more off-campus businesses. (Bobcat Bucks/ID Services)
- We will continue to focus our efforts on providing information that informs our students about the benefit of linking their Bobcat Card with a Wells Fargo Checking/Savings account. Pointing out the conveniences of the on-campus branch and ATM. (Bobcat Bucks/ID Services)
- We will continue to provide useful information about the positive effects that the Bobcat Card and our banking relationship has on student life and the contributions that the program makes to students, faculty and staff. (Bobcat Bucks/ID Services)
- Promote the use of Stubb's Bar-B-Q to the campus community for all catered events that are looking that style menu vs. the previous off-campus caterer. (Dining Services)
- Work with Facilities Planning, Design and Construction to provide necessary input on the new food/beverage retail space to be located in the new UG Academic Building. With a full service Starbucks opening fall 2008 the campus would not need another coffee shop located only 200 yards away. That venue, like all our dining locations, must be designed with the entire campus as our customers not just the occupants of the building. (Dining Services)
- Work with Facilities Planning, Design and Construction to review the plans for the Commons Dining Hall renovation scheduled for the summer of 2010. Be sure that the plans and work required are worth the projected cost and that the investment can be properly amortized over the long-run, realizing any considerable depletion of the Dining Reserves could have significant impact on any future dining construction here on campus. (Dining Services)
- Procure a 4-Color digital press that will allow the University Print Shop to produce much of the university print material that is currently being sent to off-campus printers. This will save the university department's money while providing a better service to the campus. (Printing, Copier and Mail Services)
- Expand the building locations that have centralized mail slots and have a more streamlined delivery system utilizing student employees where possible. Currently we have these in the LBJ Student Center, McCoy Hall and Health Science. (Printing, Copier and Mail Services)
- Continue to promote the use of multifunctional printing devices campus wide and teach departments to utilize the e-mail scanning capabilities of the machine and the positive effects that can have on work-flow. (Printing, Copier and Mail Services)
- Continue to promote the use of the Tram as a reasonable alternative to driving and parking on-campus. As we build more garages and the permit fees need to increase in order to pay the debt service we must highlight the affordability of the bus. Also, the continued rising fuel cost will place more demands on our system. (Shuttle Bus Services)
- Work cooperatively with Parking Services to promote a consolidated Parking and Transit System that complements one another vs. works in its own individual vacuum with no regard for how decisions in one affect the other. (Shuttle Bus Services)
- FY 2009 will be a legislative session and it will be critical that we be vigilant in protecting our resources against unfair and anti-competitive legislation. (University Bookstore)
- We will hopefully have our new POS System installed in Spring 2009 and be well prepared for the fall rush 2009. (University Bookstore)
- Continue to enhance the Bookstore/ASG Scholarship and exceed $26,000 contribution in FY 2009 so that our 3 year total will exceed $100,000. (University Bookstore)
- Integrate positions into salary budget -- that is truly budget by position. (Budget Office)
- Develop budget on SAP featuring BEx Analyzer. (Budget Office)
- Fully implement Budget Development Module, pilot Budget Development on web. (Budget Office)
- Working with IT, Financial Services and the Budget Office will establish a Business Data Warehouse with FI data. (Budget Office)
- Implement Over-Budget Report. (Budget Office)

- Implement workflow notification of overexpended budgets to account managers, deans/directors and vice presidents. (Budget Office)
- Implement Position & Salary Budget Report that shows all HR actions, calculates necessary budget and compares with current and future budgets. (Budget Office)
- Active Participation in SIS project – RFI, RFP review, Vendor demos, data cleansing (Student Business Services)
- NACUBO Benchmarking for Student Financial Services Project (Student Business Services)
- Work on PCI DSS (credit card) compliance (Student Business Services)
- Enhance student installment options, web payment, and e-billing notifications (Student Business Services)
- Implement FUNDRIVER – unitize portfolio and obtain reports more easily (Treasurer and Financial Reporting)
- Obtain missing MOU – increase amount on hand by 15% (Treasurer)
- Produce accurate donor reports (Treasurer)
- Meet with departments – endowment spend policy (Treasurer)
- Work with endowment investment committee on initiatives (Treasurer)
- Research contract management/administration software for centralizing contract information at Texas State. Submit project charter for prioritization of initiative. (Contract Compliance)
- Develop Contract Management training manual (Contract Compliance)
- Finalize revisions to contract related UPPS's to centralize record retention and contract processing and reporting. (Contract Compliance)
- Realign professional staff and updating GOJAs to support revised organizational/functional structure review (Financial Reporting)
- Develop and implement a Dashboard of Key Financial Indicators (Financial Reporting)
- Support VPFSS by preparing estimates and/or responding to Fiscal Notes and various requests for financial information during the upcoming legislative session (Financial Reporting)
- Current practices of picking up surplus property will be examined with the intent of making efficiency enhancements in FY2009. (Materials Management)
- A request to reclassify an Administrative Assistant II position to a Warehouse Worker Position will also be submitted which would provide additional help with surplus property and other moves and events jobs. (Materials Management)
- Continue implementation of 2005-2015 Campus Master Plan (VPFSS Office, Facilities)

McBride, John E

Subject: FY 08 HR Accomplishments

CUSTOMER SERVICE – IMPROVED CORE PROCESSES

- HR continued the departmental strategy of making at least one outreach visit to each college and divisional council each academic year.
- HR, Institutional Research, and IT personnel collaborated to establish and expand HR data in Business Warehours.
- HR revised/delivered a portion of NEO for Administrators workshop.
- HR coordinated several workshops on work life topics.
- HR investigated and secured a child care feasibility study proposal from a vendor.
- HR staff continued re-labeling and purging terminated files to prepare for document imaging.
- Various reports were prepared by HR staff to include Medicare Data Match, ORP Participation Report, University Directory, Overtime Payments, Overtime/Com Time Accrual and Liabilities Reports, State Comp Time Usage for Exempt Employees, University Service Awards, Administrative Accountability Report, Quarterly FTE Staffing Ratio Report, and Quarterly Diversity Tracking Report. Also, Employee Separations, Group Health Insurance Enrollment Census, Directors and Officers Liability, ERS Salary Changes, Leave Summary of WCI, New Hires/Rehires/Separations and Name Changes, Monthly Compensation, Criminal History Statistics and Tracking, Monthly/Annual Job Audit Status, Director/Grievance Committee, Variable Compensation and Annual Pay Plan Allocation Costs.
- Developed new reports in SAP which included wireless allowance, payroll deduction for Campus Recreation Membership fee, daily leave balance, payroll results reports, position analysis report, organization chart construction, and Business Warehouse (BW) queries for comparison of state of Texas HRIS and Texas State EEO data.
- Continued to present Managing@TxState course for staff and academic version at the request of the Provost for Deans and Chairs.
- Continued work with University Archivist to update the document retention schedule for relevant University Human Resources records and identification of a priority order of records that could be imaged. Developed a Statement of Work with a third party vendor for FY 09.
- Continued monthly HR Forum meetings with selected representatives from all divisions. Conducted attendance analysis and updated membership roll which led to 30+% increase in attendance.
- Continued monthly publication of the Human Resources Bulletin to all regular faculty, staff, and certain graduate student employees.
- Collaborated with IT and UA to include retirees and emeritus titles in the online directories (CatsWeb and People Search)

- Secured approval and funding for a new Employment Manager position.
- Reviewed/revised 14 UPPS's and 1 FSS/PPS.
- Revision of UPPS 04.04.41 Staff Employee Mediation, Grievances, and Complaints included the outsourcing of the mediation function.
- In collaboration with the University Attorney researched and wrote a new staff employee drug testing policy and submitted to the VPFSS for review.
- Completed 184 new position and reclassification audits with an average turnaround time of 6 calendar days.
- Continued to maintain an average audit turnaround time of 8-9 calendar days.
- Published an online organization change request form for supervisors.
- Developed and implemented a checklist for requesting and processing organization changes in SAP.
- Enhanced the efficiency and reporting timeliness of a comprehensive background check program for regular staff employees. Retained new vendor, "HireRight". Also developed a monthly Criminal History Tracking Report to monitor background check activity and results.
- Conducted HR module SAP year end support pack testing.
- Implemented Pay Plan adjustments for university market titles effective 11/1/07.
- Conducted first annual salary survey for local, university, and athletics titles and submitted recommended Pay Plan adjustments in August 08 for FY 09.
- Conducted successful annual Salary Review process in Jun-Jul 08.
- Conducted use analysis and deleted 100 unused titles from the University Pay Plan.
- Initiated and continued studies/analyses to enhance reporting including expansion of available termination codes for turnover analysis, query construction for headcount/FTE counting, and a gender equity analysis for the Council for Women.
- In conjunction with the Council for Women gender equity analysis, reallocated titles between the Administrative and Professional EEO employee categories.
- Initiated work on an Employee Relations Checklist for HR staff to ensure grievant and complainants have received all required information/instructions/forms to file a grievance or complaint. Checklist will feature a signed certification of acknowledgement of receipt by the grievant or complainant.
- Designed and implemented a secure computer back-up strategy for HR information which features encryption of HR data.

CUSTOMER SERVICE – NEW SERVICES WILL BE IMPLEMENTED TO MEET THE NEEDS OF OUR CUSTOMERS

- Revised Human Resources mission statement, engaged staff to determine how best to display statement to them and our public, and secured a Texas State/HR Office wall logo for main HR lobby and Bobcat paintings for man and benefits lobbies.

- Developed and posted on HR website a staff employee employment checklist for hiring managers that guides them through each step.

- Conducted 97 presentations for 16 formal training classes that included: Managing Positions and PCRs in SAP; Performance Appraisal Training for Staff; NEO I & II; Classification/Compensation Training; HR Training for Grants; Understanding Organizational Management inSAP; Understanding Student Employment and Creating Student PCR's; I-9's for International Employees; Managing Wellness With HealthSelect; Financial Planning and Retirement, SAP Time Administration; Summer Enrollment Fair; Orientation for Staff and Academic Administrators; and Managing@TxState.

- Secured software to produce University organization charts and completed revision of FSS/PPS 04.04.01 University Organizational Charts which had been on hold since 2004.

- Conducted both a Managing@TxState and a Managing@TxState for Deans and Chairs courses.

- Implemented a formal Work Life program with designated full time Work Life Coordinator effective Mar 31 and transitioned Workers Compensation function to Environmental Health, Safety, and Risk Management in Aug 08.

- Secured President's Cabinet approval and support for an Administrative Assistant training program and bean collaborative work with Professional Development. After declination of Professional Development, HR took ownership of the course and sent Assistant Director to North Carolina State to observe and research the NC State model program.

- Negotiated and secured a Relocation Agreement with Global Mobility Services of Phoenix, AZ to provide no cost relocation services to Texas State faculty and staff.

- Initiated and secured Jobelephant service agreement for recruitment and advertising service in I-35 Corridor for various print media at a projected 25-30% cost savings for recruitment and advertising placement costs.

- Completed and implemented a credential verification process for all staff positions that require state, federal, and other licensing to hold the position.

CUSTOMER SERVICE – THE ORGANIZATIONAL STRUCTURE AND PROCESSES OF EACH FSS UNIT IS DEEMED AS MEETING THE NEEDS OF ITS CUSTOMERS AND IS SUPPORTIVE OF THE UNIVERSITY MISSION

- Implemented the HR Master Data Center for staff and student PCR processing (which number about 11,000 PCR's per year) and centralized organization changes within SAP.

CUSTOMER SERVICE – ASSESSMENT IS USED FOR CONTINUOUS PROGRAM MONITORING AND IMPROVEMENT

- Completed self-study documentation for FSS Division Peer Review.

- Completed first-draft phase of SACs accreditation documentation.

- Conducted post-course surveys of Managing@TxState and Managing@TxState for Deans and Chairs participants to evaluate the quality and relevance of course content.

CUSTOMER SERVICE – USE OF WEB-BASED COMMUNICATION FOR THE PURPOSE OF KEEPING OUR CUSTOMERS AND STAKEHOLDER INFORMED

- Continued development of FHRIS website to replace the FAS/SAP website.
- Completed redesign of EASY website.
- Migrated HR website to the Content Management System (CMS).
- Reformatted, added extensive artwork, and placed Staff Handbook on the HR website which ended the paper copy era of the Handbook. The revision will provide better readability and real time updates as appropriate.

FINANCIAL INTEGRITY – OPERATIONS WILL BE MANAGED WITH AVAILABLE RESOURCES

- No entries relevant to HR

FINANCIAL INTEGRITY – IMPROVED, ACCURATE, AND TIMELY DISSEMINATION OF FINANCIAL AND OTHER INFORMATION

- No entries relevant to HR

FINANCIAL INTEGRITY – FEWER EXCEPTIONS TO COMPLIANCE ISSUES

- Implemented processes to measure administrative and educational support outcomes to monitor compliance with SACS requirements.
- Participated as member of System-wide group for implementation of new federal 403b regulations which included drafting ORP and TDA plan documents for legal review by the TSUS Office.
- Revised salary spread election form in response to URS regulation changes and conducted 100% re-enrollment of over 600 faculty members.
- Took ownership from IT Division for monthly State of Texas HRIS reporting to the State Controller's Office.
- Successfully implemented 2nd of 3 mandated federal minimum wages increases (07,08,09) from $5.85/hr to $6.55/hr in July 08.

FINANCIAL INTEGRITY – FACILITIES AND INFRASTRUCTURE CONDUCIVE TO THE OVERALL WELL BEING OF THE STUDENTS, FACULTY, AND STAFF

- No entries relevant to HR

WORK ENVIRONMENT – EMPLOYEES IN THE FSS DIVISION WILL KNOW WHAT IS EXPECTED OF THEM, BE INFORMED AND RECEIVE IMELY, HONEST FEEDBACK ON THEIR PERFORMANCE

- All HR staff appraisals were completed in the required time frame.
- All HR Office GOJA's and Performance Plans were reviewed and updated as necessary.
- The HR Office continued using the HR Template for each employee that ties each employee's individual duties to the appropriate HR, FSS, and University Goal.

- The HR Strategic Plan for FY 07-12 was reviewed by all HLR staff and appropriate updates made.

- Collaborated with AVP Financial Services to complete a classification and compensation review of Financial Services Office that included updating all GOJA's and identifying CUPA benchmarks for salary comparisons.

WORK ENVIRONMENT – FSS EMPLOYEES SHOULD ACHIEVE A RATING OF 300 OR ABOVE ON THEIR PERFORMANCE EVALUATION APPRAISALS

- All HR staff achieved a rating of 300 or above on their performance evaluation appraisals.

WORK ENVIRONMENT – A SYSTEMATIC TRAINING AND DEVELOPMENT PROGRAM WILL BE IN PLACE FOR EACH FSS EMPLOYEE

- Part II on each HR Office annual performance evaluation form identifies the training and development activities recommended for the employee for the calendar year. HR staff attended 86 formal professional development workshops and events on and off campus.

- Three HR employees have indicated an interest in obtaining the SHRM PHR and SPHR certifications, and HR has secured the training library for these certifications.

- Director and Assistant Directors were able to attend one national level professional development conference.

WORK ENVIRONMENT – DIVISION EMPLOYEES WILL BE VALUED AND THEIR ACHIEVEMENTS RECOGNIZED

- Performance awards were given to 12 HR staff members.

- HR Office Administrative Assistant III selected as August 08 Employee of the Month and elected Chair of Staff Council for FY 09.

- FI/HR Year End Processing Team received the FSS Quarterly Team Award and the HR Master Data Center Implementation Team was a Quarterly Team Award nominee.

- Implemented a US Savings Bond service award program for HR Office staff.

WORK ENVIRONMENT – THE FSS DIVISION WILL ACHIEVE A DIVERSE WORKFORCE

- Fill ed Sr HR Assistant vacancy with Hispanic female.

- Secured Equity and Access approval to fill vacant HR Analyst position with Hispanic female upon her graduation in December 2008.

- Filled new Employment Manager with a female.

WORK ENVIRONMENT – THE FSS DIVISION WILL IMPLEMENT STRATEGIES TO SUPPORT THE INSTITUTION'S EFFORTS WITH STUDENT RETENTION

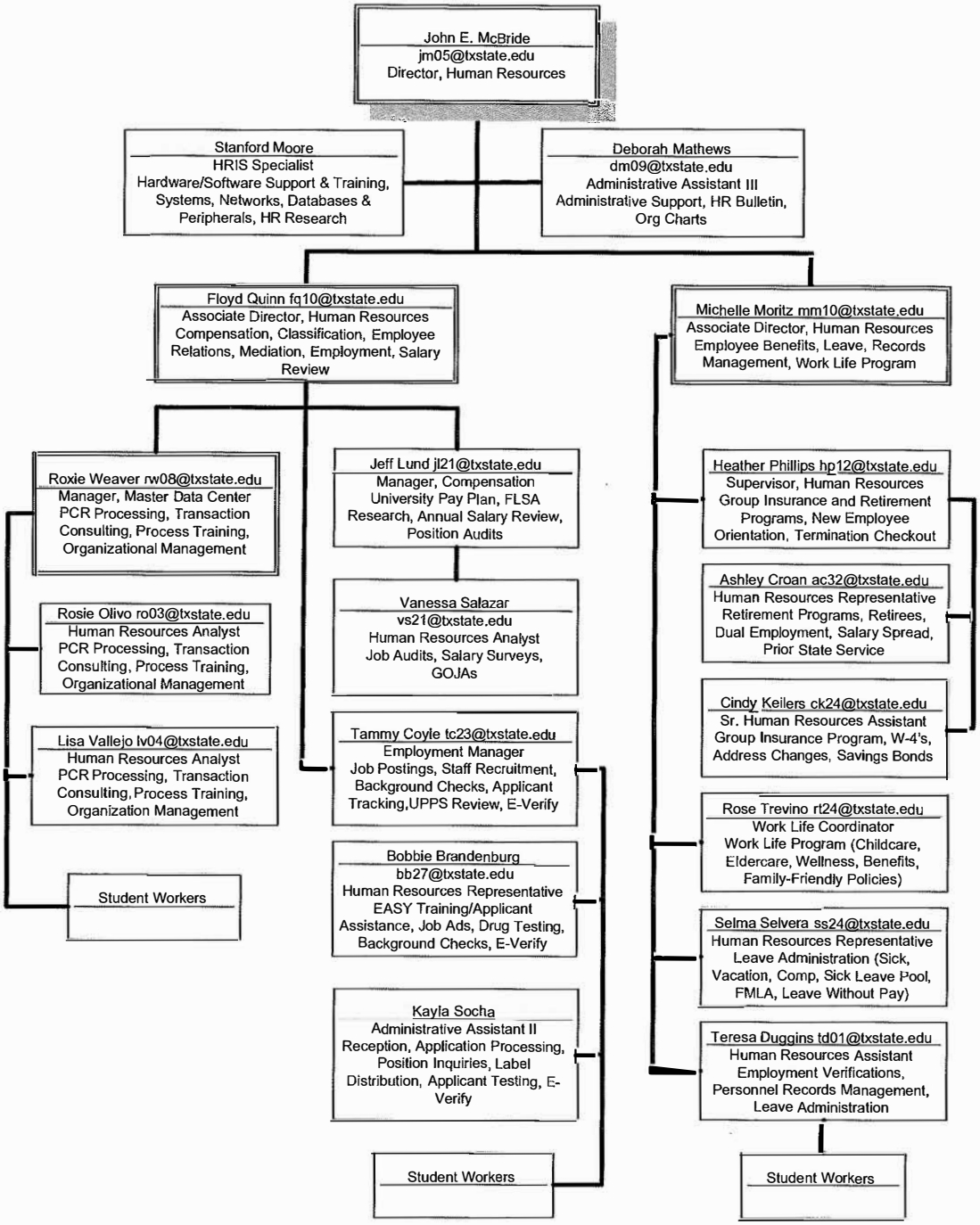
- Hired 9 work-study students, 4 interns, and 1 regular wage student worker during Fall 07 and Spring 08 semesters. HR staff provided 1 University Seminar instructor and made 6 guest lecturer appearances for university classes. HR also granted 8 student class credit interviews, and HR functions/processes were studied by 2 class projects (Staff Handbook and Texas State's HR System Fit).

FISCAL YEAR 2009

Human Resources Employees
Fiscal Year 2009

Name of Employee	Job Title	Subgroup	FTE
Mrs Bobbie J Brandenburg	Human Resources Representative	12 Mo NE Salaried	100.00
Mrs Tammy Lee Coyle	Mgr, Employment	12 Mo Ex Salaried	100.00
Mrs Ashley B Croan	Human Resources Representative	12 Mo NE Salaried	100.00
Mrs Teresa A Duggins	Human Resources Assistant	12 Mo NE Salaried	75.00
Mrs Cynthia V Keilers	Sr Human Resources Assistant	12 Mo NE Salaried	100.00
Mr Jeffrey N Lund	Mgr, Compensation	12 Mo Ex Salaried	100.00
Mrs Deborah E Mathews	Administrative Asst III	12 Mo NE Salaried	100.00
Mr John E McBride	Dir, Human Resources	12 Mo Ex Salaried	100.00
Mr Stanford E Moore	HR Info Systems Specialist	12 Mo NE Salaried	100.00
Ms Michelle D Moritz	Assoc Dir, Human Resources	12 Mo Ex Salaried	100.00
Ms Rosie Olivo	Human Resources Analyst	12 Mo Ex Salaried	100.00
Ms Heather M Phillips	Supv, Human Resources	12 Mo NE Salaried	100.00
Dr Floyd F Quinn	Assoc Dir, Human Resources	12 Mo Ex Salaried	100.00
Mrs Selma P Selvera	Human Resources Representative	12 Mo NE Salaried	100.00
Ms Kayla R Socha	Administrative Asst II	12 Mo NE Salaried	100.00
Ms Rose C Trevino	Work Life Coordinator	12 Mo Ex Salaried	100.00
Ms Lisa Silguero Gonzalez	Human Resources Analyst	12 Mo Ex Salaried	100.00
Mrs Roxana E Weaver	Sr Human Resources Analyst	12 Mo Ex Salaried	100.00

Texas State University-San Marcos
Human Resources Organizational Chart



09/1/08

NEW FORMAT
JUL 09

McBride, John E

Subject: Annual Accomplishments Report for FY 2009

ANNUAL REPORT
Human Resources
Finance and Support Services Division
Texas State University
2008-2009

Two to Three Major Accomplishments (past fiscal year)

-Managed the faculty and staff benefits program which included (1) conducting the FY 2010 online annual Summer Enrollment process for over 3600 eligible faculty, staff, and graduate students which saw almost 500 individual assistance contacts and (2) implemented new federal 403b regulations which included drafting ORP and TDA plan documents, securing information sharing agreements from current vendors, and transitioning employees enrolled with non-compliance vendors.

-Managed the staff employment process through administering the EASY online application system which produced over 12,500 applications for 373 job postings, conducting 1030 Criminal Background Checks, administering over 300 OPAC Employment Tests, creating a Hiring Managers Checklist tool, researching and preparing for implementation of the federal E-Verify system to include preparation of a Hiring Managers E-Verify Checklist, negotiating an advertising agreement with JobElephant to secure a 25% discount on print media job ads, and managing the university's new relocation services agreement.

-Managed the staff compensation process through providing market and pay plan structure recommendations and cost analyses, conducting the annual Salary Review process, implementing the new federal minimum wage, processing over 20,000 Personnel Change Requests (PCR's), conducting 131 new position/reclassification job audits, and providing an updated recommended Staff Compensation Philosophy.

-Continued to develop new and upgraded strategic/non-strategic metric management reports for senior Texas State administrators to include Headcount/FTE, Payment of Tuition and Fees, Time to Fill a Position, Criminal Background Checks, Required Employee Credentials Tracking, Job Audit Activity, Diversity Tracking, and a Standardized Diversity Accomplishments Report.

Progress on Strategic/Operating Plan (past fiscal year)

-Created and implemented Staff Performance Appraisal Tracking in SAP to replace previous manual tracking system

-Implemented the federally required third and final minimum wage adjustment

-Conducted Salary Review for FY 2010

-Created HR Master Data Center (MDC) website to provide online training materials and announce training classes

-Authored and published web based monthly Human Resources Bulletin and provided for distribution of 200 paper copies to Facilities and Residential Living

-Expanded the number and type of SAP reporting options for Personnel Change Requests (PCR's)

-Completed development of an SAP resources website in collaboration with the FSS Office, Budgeting, and General Accounting to replace the FAS/SAP help website

-Completed various reports to include Medicare Data Match, ORP Participation Report, Legislative Workforce Survey, University Directory, Overtime Payments, Overtime/Comp Time Accrual and Liabilities Reports, University Service Awards, Group Health Insurance Enrollment Census, ERS Salary Changes, New Hires/Rehires/Separations and Name Changes, Higher Education Administrative Accountability, SAO FTE Staffing, Past Due Performance Appraisal, SAO Staffing Ratio, Job Specifications Audited

-Prepared and submitted an updated Staff Compensation Philosophy

-Completed Environmental Scan of Custodial Operations

-Created new procedures for processing student task payments to ensure payment justification and record retention

-Reviewed/Revised twenty-one (21) UPPS's, 1 FSS/PP's, and 2 HR/PPS's
04.04.01 Miscellaneous Personnel Policies and Procedures, 04.04.02 Staff Handbook, 04.04.03 Staff Employment, 04.04.07 Nepotism And Related Employment, 04.04.09 Volunteers, 04.04.11 University Classification and Compensation Policy, 04.04.12 Compensation In Excess of Base Annual Salary for Staff, 04.04.14 Staff Reduction in Force, 04.04.16 Overtime and Compensatory Time Policy, 04.04.17 Background Checks, 04.04.18 Drug Testing for Non-Faculty Employees, 04.04.32 Texas State Wellness Program, 04.04.35 Professional Development and Educational Opportunities, 04.04.40 Disciplining and Terminating Staff Employees, 04.04.41 Staff Employee Mediation, Grievance, and Complaint Policy, 04.04.50 Faculty, Staff, and Graduate Student Checkout Procedures, 04.04.51 Phased Retirement Plan for Faculty, 04.04.52 Retirement Programs, 04.04.54 Years of Service Awards, 04.04.60 Workplace Accommodation, 05.02.03 Contract Workforce (Temporary Employment), and 01.04.02 Ethics Policy

-Reduced job employment advertising costs in print media by 25% through securing agreements with JobElephant/vendor contracts

-Completed Dual Career services study for employee/spousal employment

-Managed the university's relocation service for new and terminating employees and their family members

-Developed/Upgraded HR Metrics Reports for senior Texas State administrators:
New: Time to Fill a Position, Standardized Diverstiy Accomplishments Report for President's Cabinet, Full Time Equivalency (FTE)
Enhanced: Diversity Tracking Report, Headcount Report, Criminal Background Checks, Payment of Tuition and Fees, Required Employees Credentials Tracking, Job Audit Activity

-Converted Race and Ethnicity Codes for compliance with new federal regulations

-Initiated research and entry of historical Tax Deferred Annuity contributions for compliance with new IRS 'catch-up" regulations

-Documented use of legacy programs for IT transition plan to discontinue use of legacy system data

-Conducted HR module SAP year end support pack testing

-Began study and evaluation of Employee Self Service (ESS) and Manager Self Service (MSS) SAP functionality enhancements

-Continued work with IT to expand functionality of the Business Warehouse to enhance HR metric reporting

-Conducted successful online Summer Enrollment for plan year FY 2010

-Changed time approval message when payroll is locked to reduce confusion to time approvers

-Expanded salary spread program to include graduate students

-Implemented Non-Qualified Deferred Compensation Plan for highly compensated employees

-Updated/expanded list of separation reasons in SAP and revised separation checklist for supervisors

-Collaborated with IT to create new online employee directory with overnight updates to replace paper directory and annual updates

-Reviewed policies, business continuity procedures, and communications strategy in response to HINI threat

-Conducted 131 new position/reclassification job audits with an average turnaround time of less than 6 days

-Created implementation plan and checklist for hiring managers for new federal E-Verify requirement

-Created Staff Employment Checklist to aid hiring managers complete the staff hiring process

-Continued auditing of employee Employment Verification Forms (Form I-9) to ensure federal right to work compliance

-Created the Mediation/Grievance Checklist to aid supervisors in handling disputes with employees

-Created customized document packet and revised the Task Worker hiring process to aid hiring managers in hiring Task Workers

-Created Student Employment Termination Checklist to aid supervisors with the terminating of student employees process

-Revised the hiring matrix instructions in EASY to aid hiring managers

-Supported the FSS Division "Go Green" initiative by collecting aluminum cans and plastic bottles/containers

-HR staff members have training and professional development goals identified in their annual Performance Appraisals

-HR staff recognition honors included: **Lisa Vallejo** (Employee of the Month and Year), **Ashley Croan** (FSS Customer Service Award), **Bobbie Brandenburg** (August Tina G. Schultz Staff Excellence Award from Staff Council), **Deborah Mathews** (Excellence in Collaboration/Outreach Award from Staff Council), and 10 HR staff members received certificates, commemorative paper weights, And/or savings bonds for years of HR Office service

-HR staff attended 120 in-house and external professional development presentations including one national activity for the Director, each Associate Director, and each Manager.

-HR Office employed 12 student workers (Work study and Wages) during FY 09 with a diversity profile of 5 Hispanic, 5 White, and 2 African-American

Assessments (past fiscal year)

-Initiated and coordinated Texas State's participation in the Chronicle of Higher Education's "Great Colleges To Work For" Survey in which the University received national honor roll recognition in 6 of the 15 survey categories and a rating of "Good to Excellent in 14 of the 15 survey categories

-Post Payment Audit (State Comptroller), Post SAP Implementation Security Audit (TSUS Office), Background Check Procedures Audit (Texas Department of Public Safety), OSP Operations (SAO)

-Conducted immediate and/or post participant evaluations for Managing at Texas State courses, Performance Evaluation Training course, Job Audit course, New Employee Orientation I and II presentations, SAP Time Administration presentation, Financial Planning and Retirement Fair, Orientation for Academic and Staff Administrators presentation, Introduction to Understanding Organizational Management and PCR Processing in SAP, Understanding Organizational Management in SAP—Managing Positions, Understanding Staff PCR Appointments in SAP, and Understanding Student Appointments in SAP

-Developed Outcome Statements and Method/Measure criteria for upcoming SACS study

Educational Outreach by Department Staff (past fiscal year)

-Director and Associate Directors made HR's annually scheduled information sharing liaison outreach visits to each College and Division Council

-Associate Director (Compensation) taught three University Seminar Classes and made an HR employee relations presentation at the University of Vienna

-Two HR staff members (Jeff Lund, Rose Trevino) were guest lecturers in academic classes

-HR, through its Work Life Coordinator, supported and coordinated several Cancer Awareness Month activities which resulted in Texas State receiving national recognition as the recipient of the 2009 National Marrow Donor Program Collegiate Award

-HR continued the monthly publication of the HR Bulletin for faculty and staff and the monthly HR Forum meetings for key staff with HR responsibilities in their respective colleges and offices

-Texas State HR coordinated the annual Texas State University System (TSUS) HR Directors meeting hosted by Vice Chancellor and General Counsel Fernando Gomez at the TSUS Office in Austin and made presentations on Texas State background check, sick leave pool, and drug testing policies.

-Conducted training/demonstrations for faculty in the McCoy College of Business Administration of the staff Employee Application System (EASY) and SAP system for integration into management and HR academic classes

-HR maintains a comprehensive website that is constantly updated to provide HR information to Texas State employees and visitors

Diversity Initiatives (past fiscal year)

-Hired one Hispanic female for exempt HR Analyst position and one African-American female for non-exempt Administrative Assistant II position which gives the HR Office a diversity profile of 79% female, 21% male and 63% white, 32% Hispanic, and 5% African-American

-Secured cabinets and posted continuing display in HR/JCK main hallway of book covers from each book in Texas State's Common Experience initiative

-Director created the standardized diversity reporting format for President's Cabinet members recommended by the Equity and Access Committee

Disappointments (past fiscal year)

-SAP portal upgrade postponed causing a delay in rolling out new ESS and MSS functionality as well as development of electronic PCR

-Unable to secure President's Cabinet approval of a third party vendor EAP/Work Life Resources program

-Unable to get a plan document for the new Non-Qualified Deferred Compensation Plan for Highly Compensated Employees (President)

-Unable to secure funding for an Employee Relations Manager position

-Unable to implement a temporary employment service

-Unable to find and secure a professional trainer for the required supervisory training in the new drug testing UPPS (04.04.18)

-Unable to secure IT resources for several HR projects on the HR Stakeholders Priority List

Major Initiatives for Upcoming Fiscal Year

Top 5

-Meet SACS requirements
-Continue to develop and provide metric/analytic reports to senior management
-Continue efforts to secure a third party vendor EAP/Work Life Resources program
-Secure development and implementation of an electronic PCR process
-Research and convert historical data to meet new federal TDA special catch-up provisions

Other

-Expand functionality in SAP for ESS and MSS capabilities
-Secure an Administrative Assistant's training course to improve quality and efficiency of workflow at Texas State
-Implement new drug testing UPPS and secure trainer for required supervisory training
-Develop and implement a contracting process for temporary employees from third party service providers
-Continue efforts to secure a full time Employee Relations Manager position
-Document legacy system usage and map out transition plan to discontinue legacy system usage
-Partner with Staff Council to identify staff with milestone achievements similar to the stature and level of milestone achievements for which faculty receive recognition
-Improve service award eligibility tracking process
-Update TDA and ORP vendor regulations
-Develop initiatives to increase diversity applicants in job vacancy pools
-Pass and/or successfully respond to Texas Workforce Commission, Division of Civil Rights, Human Resources Policies and Procedures Audit (Feb 2010)
-Secure and publish H1N1 leave policies and answers to FAQ's on HR website
-Produce management control status spreadsheets to monitor HR operations for UPPS's, metric/non-metric reports, and top priority initiatives
-Transition from Business Warehouse to Business Objects platform

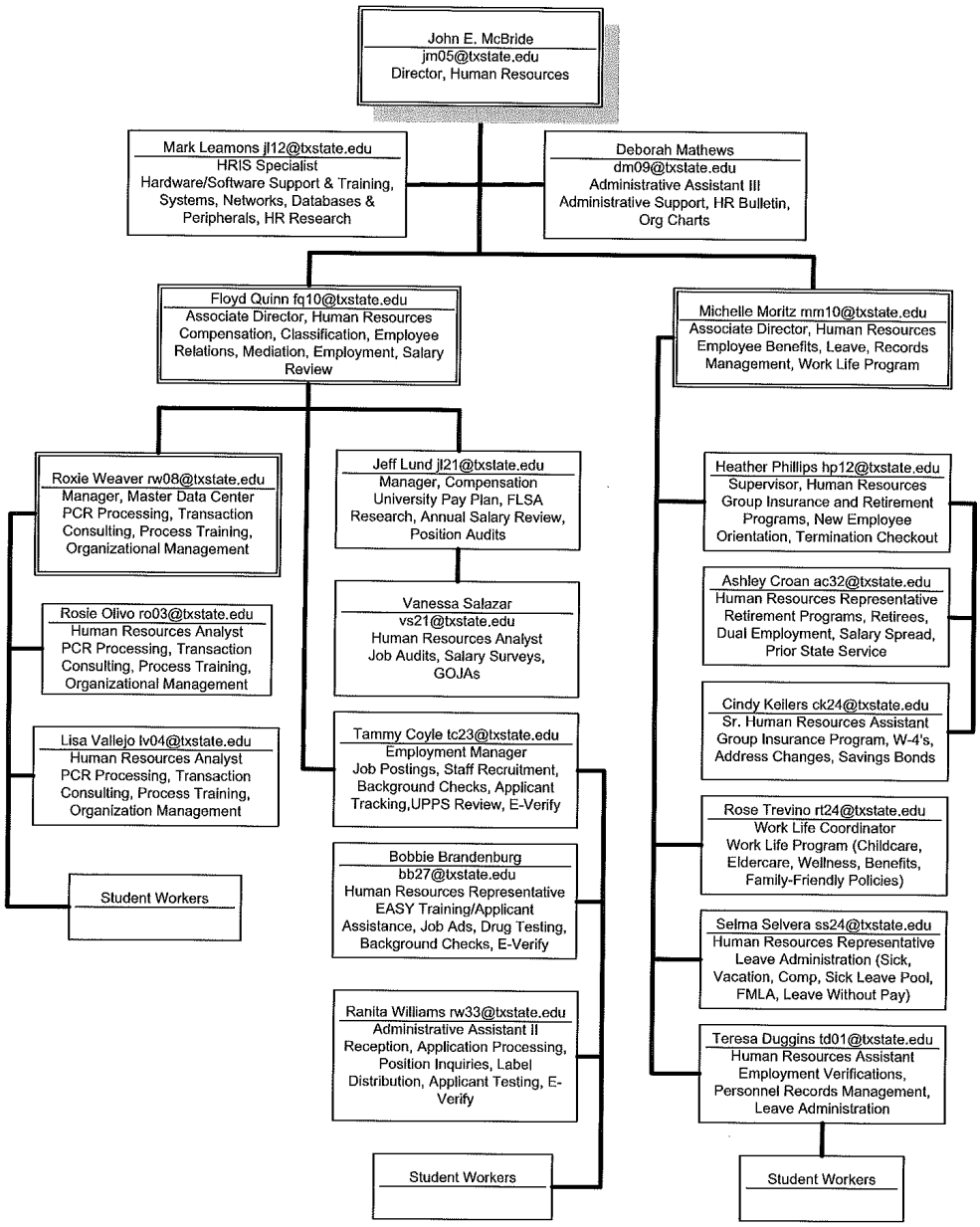
-Develop an online exit interview process
-Develop an employment policy and procedures for hiring non-citizens
-Explore securing product neutral financial education seminars for faculty and staff from our approved TDA/ORP vendors and other sources
-Develop SAP HR for Supervisors course
-Develop informational program for dual career service employees at Texas State
-Explore Wellness program initiatives in collaboration with new State of Texas Wellness Director

FISCAL YEAR 2010

Human Resources Employees
Fiscal Year 2010

Name of Employee	Job Title	Subgroup	FTE
Mrs Bobbie J Brandenburg	Human Resources Representative	12 Mo NE Salaried	100.00
Mrs Tammy Lee Coyle	Mgr, Employment	12 Mo Ex Salaried	100.00
Mrs Ashley B Croan	Human Resources Representative	12 Mo NE Salaried	100.00
Mrs Teresa A Duggins	Human Resources Assistant	12 Mo NE Salaried	75.00
Mrs Cynthia V Keilers	Sr Human Resources Assistant	12 Mo NE Salaried	100.00
Mr John Mark Leamons	HR Info Systems Specialist	12 Mo NE Salaried	100.00
Mr Jeffrey N Lund	Mgr, Compensation	12 Mo Ex Salaried	100.00
Mrs Deborah E Mathews	Administrative Asst III	12 Mo NE Salaried	100.00
Mr John E McBride	Dir, Human Resources	12 Mo Ex Salaried	100.00
Ms Michelle D Moritz	Assoc Dir, Human Resources	12 Mo Ex Salaried	100.00
Ms Rosie Olivo	Human Resources Analyst	12 Mo Ex Salaried	100.00
Ms Heather M Phillips	Supv, Human Resources	12 Mo NE Salaried	100.00
Dr Floyd F Quinn	Assoc Dir, Human Resources	12 Mo Ex Salaried	100.00
Ms Vanessa Andrea Salazar	Human Resources Analyst	12 Mo Ex Salaried	100.00
Mrs Selma P Selvera	Human Resources Representative	12 Mo NE Salaried	100.00
Ms Rose C Trevino	Work Life Coordinator	12 Mo Ex Salaried	100.00
Ms Lisa Silguero Gonzalez	Human Resources Analyst	12 Mo Ex Salaried	100.00
Mrs Roxana E Weaver	Mgr, HR Master Data Center	12 Mo Ex Salaried	100.00
Ms Ranita A Williams	Administrative Asst II	12 Mo NE Salaried	100.00

Texas State University-San Marcos
Human Resources Organizational Chart



09/09

FY10 Headcount by Division

	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Avg
Office of President													
Ben-Elig Staff	19	19	20	20	21	21	21	21	21	21	21	21	20.5
Non-Ben Elig Staff	1	1	1	1	1	1	1	1	1	1	1	1	1.0
Ben-Elig Students	1	1	1	1	0	1	1	1	0	0	0	1	0.7
Non-Ben Elig Students	5	5	5	5	5	5	6	6	5	4	5	5	5.1
Total	26	26	27	27	27	28	29	29	27	26	27	28	27.3
Information Technology													
Ben-Elig Staff	272	269	272	271	269	269	269	271	275	274	272	272	271.3
Non-Ben Elig Staff	9	9	8	6	8	8	7	8	10	8	9	9	8.3
Ben-Elig Students	9	10	10	7	12	13	13	13	11	11	11	11	10.9
Non-Ben Elig Students	265	261	262	262	252	257	254	256	190	166	169	222	234.7
Total	555	549	552	546	541	547	543	548	486	459	461	514	525.1
Academic Affairs													
Ben-Elig Faculty	1119	1124	1124	1126	1134	1137	1136	1135	1133	1100	1101	1095	1122.0
Non-Ben Elig Faculty	416	417	418	418	410	419	410	407	404	379	390	383	405.9
Ben-Elig Staff	668	670	679	683	687	689	693	698	699	699	696	694	687.9
Non-Ben Elig Staff	108	115	119	118	124	129	138	131	119	178	160	129	130.7
Ben-Elig Students	636	649	647	641	611	641	639	636	629	473	457	447	592.2
Non-Ben Elig Students	1284	1319	1336	1315	1263	1366	1364	1361	1036	872	880	1052	1204.0
Total	4231	4294	4323	4301	4229	4381	4380	4368	4020	3701	3684	3800	4142.7
Finance & Support Services													
Ben-Elig Staff	486	481	476	480	483	480	483	490	488	484	480	484	482.9
Non-Ben Elig Staff	16	18	18	17	18	18	17	14	11	10	12	9	14.8
Ben-Elig Students	2	2	1	1	1	1	1	1	1	0	0	0	0.9
Non-Ben Elig Students	178	172	175	171	162	166	160	166	131	135	140	150	158.8
Total	682	673	670	669	664	665	661	671	631	629	632	643	657.5
Student Affairs													
Ben-Elig Staff	376	378	385	387	386	388	386	383	383	379	373	381	382.1
Non-Ben Elig Staff	52	54	55	53	57	56	54	53	46	57	52	61	54.2
Ben-Elig Students	30	29	29	29	30	32	32	32	28	18	18	19	27.2
Non-Ben Elig Students	729	757	749	745	728	750	746	738	609	408	434	584	664.8
Total	1187	1218	1218	1214	1201	1226	1218	1206	1066	862	877	1045	1128.2
University Advancement													
Ben-Elig Staff	42	41	41	41	41	39	39	39	40	41	41	41	40.5
Non-Ben Elig Staff	1	1	1	1	1	1	1	1	1	1	1	1	1.0
Ben-Elig Students	2	2	2	2	1	2	2	2	0	0	0	0	1.3
Non-Ben Elig Students	44	46	42	42	51	51	45	53	30	8	8	13	36.1
Total	89	90	86	86	94	93	87	95	71	50	50	55	78.8
Athletics													
Ben-Elig Staff	76	77	77	77	75	76	76	77	77	79	77	77	76.8
Non-Ben Elig Staff	13	13	12	12	12	14	14	13	12	10	9	8	11.8
Ben-Elig Students	8	8	8	8	9	9	9	9	9	8	3	3	7.6
Non-Ben Elig Students	57	58	90	90	91	81	85	74	64	10	13	32	62.1
Total	154	156	187	187	187	180	184	173	162	107	102	120	158.3

Notes:
This profile shows a headcount of employees by division, counting a person in each division they are employed.
For example, an employee who holds two positions in two different divisions is counted twice.

Each person is counted based on their primary employee group in that division. Generally the assignment with

McBride, John E

From:	McBride, John E
Sent:	Friday, October 15, 2010 2:46 PM
To:	Brandenburg, Bobbie J; Coyle, Tammy L; Croan, Ashley B; Duggins, Teresa A; 'Heather Phillips'; 'Julie Eriksen'; Keilers, Cynthia; Leamons, Mark; Lund, Jeffrey N; McBride, John E; Moritz, Michelle; Olivo, Rosie; Quinn, Floyd F; Salazar, Vanessa A; Selvera, Selma P; Trevino, Rose C; Vallejo, Lisa G; Weaver, Roxana E; Williams, Ranita
Subject:	FW: Updated FY10 Accomplishments & Operating Stats
Attachments:	FY 2010 ACCOMPLISHMENTS AND DISAPPOINTMENTS.docx

Dear All,

Attached is what we have turned into Mr. Nance as our FY 10 Accomplishments/Disappointments.

As you can see, HR had a tremendous amount of activity and some very significant accomplishments....none of which could have been possible without the effort and dedication of each one of you. Pat yourself on the back. You did a fantastic job!!

My deepest thanks to all of you. You are a great staff!

John

1

FINANCE AND SUPPORT SERVICES DIVISION FY 2010 ACCOMPLISHMENTS AND DISAPPOINTMENTS

ACCOMPLISHMENTS

GOAL I: CUSTOMER SERVICE

TO ENHANCE CUSTOMER SERVICE AND IMPROVE THE EFFECTIVENESS AND EFFICIENCY OF UNIVERSITY OPERATIONS.

• Reviewed/revised 13 UPPS's for which HR is the senior reviewer including:

1. 04.04.01 – Miscellaneous Human Resources Policies and Procedures
2. 04.04.03 – Staff Employment
3. 04.04.06 – Employment and Participation in Activities Outside the University
4. 04.04.07 – Nepotism and Related Employment
5. 04.04.11 – University Compensation and Classification Policy
6. 04.04.12 – Compensation in Excess of Base Salary
7. 04.04.16 – Staff overtime and Compensation Time Policy
8. 04.04.17 – Background Checks
9. 04.04.20 – Staff Performance Appraisal Policy
10. 04.04.30 – University Leave Policy
11. 04.04.41 – Staff Employee Mediation, Grievance, and Complaint Policy
12. 04.04.48 – Drug Free Schools and Communities Act
13. 04.04.50 – Checkout Procedures – Separation of Employment (Human Resources)

• Processed/managed 3 grievances and 11 complaints, researched and participated in 5 EEOC mediations, 4 TWC Complaints, had 107 employee relations meetings initiated by management or an employee, had 95 phone contacts, and processed 189 emails. (Human Resources)

• Continued to expand/improve metric, analytic, and ad hoc reporting for federal/state agencies, TSUS Board of Regents, Texas State Senior Management, and Texas State Departments. Prepared 42 reports:

- Metric Reports (For Texas State Management – 26 – HR Operating Statistics, Overtime/Comp Accrual and Liability Report, Employee Turnover Report, Headcount/FTE Report, State Comp Time and FLSA Balances Report, Overtime Payments Report, Sick and Vacation Usage Report, State Comp Time Usage (Exempt), Wellness Program Usage, Staff Job Audit Activity, Staff Job Audit Metrics Report, Staff Credentials Report, Staff Criminal History Report, Diversity Tracking Report, Time To Fill Staff Position Vacancies Report, ULP/State/Hazardous Duty Award Report, Tuition and Fee Payments, Compensation Status, Delinquent Performance Appraisal Status, Variable Compensation, Salary Survey Metrics Report, Employee Relations Tracking Report, Change in Pay (Hiring Freeze) Report, Eligibility to Retire, Retirees by Division, Faculty/Staff Demographic Profile.
- Analytic Reports (For Federal/State/TSUS/Texas State -17 – ORP Participation Report, Insurance Salary Changes, Directors Liability Insurance, HRIS Compliance, Legislative Workforce Summary, Quarterly Board Report (Personnel), Medicare Data Match, ERS Salary Changes, Student Time Entry, Termination Dates for Student Employees and Tracking NSNR Hours Worked Report, Wireless Allowance Report, New Hires/Rehires/Separations and Name Changes Report, Administrative Accountability, Staffing Ratio, Jobelephant Advertising Report, Employee Relations Contacts, and Employee Relations Activity.

- Ad Hoc Reports (For Texas State Departments – 10 – University Service Awards, University Directory, Parking Permit Eligibility, Parking Permit – Retirees, FY Retirees, Admin Staff Appreciation, LBJ Picnic Employee List, President's Mentoring Coffee, Holiday Open House, Reach for the Stars Campaign.(Human Resources)

• Continued to update HR website and Staff Handbook. Implemented new procedure requiring a mandatory review of all website and Staff Handbook material on a quarterly basis to ensure currency/accuracy of information. (Human Resources)

• Implemented new spreadsheet process to track UPPS status to ensure HR UPPS's are reviewed in a timely manner. (Human Resources)

• Implemented new spreadsheet process to track status of metric, analytic, and ad hoc reports to ensure reports are produced by the required due date. (Human Resources)

•Conducted the supervisory training necessary to implement the provisions of UPPS 04.04.18 Drug Testing for Non-Faculty Employees. In four training sessions, approximately 250 supervisors received this required training. (Human Resources)

• Documented field level use of legacy programs for IT transition plan to discontinue use of legacy system data (12/09). (Human Resources)

• Began study and evaluation of Manager Self Service (MSS) SAP functionality enhancements (Fall 2009). MSS functionality completion is a prerequisite for implementing an electronic PCR process. (Human Resources)

• Worked with HR Comp Center to implement Employee Self Service (ESS) version upgrade for Fall 2010 go live. (Human Resources)

• Continued work with IT to expand functionality of the Business Warehouse to enhance HR metric reporting. (Human Resources)

• Continued work to develop and implement an electronic PCR process. Over 14,313 FY 10 PCRs + 550 spreadsheet action entries processed by 8/24. (Human Resources)

• Completed 105 new position and reclassification audits with an average turnaround time of 5 days. (Human Resources)

• HR continued the departmental strategy of making at least one outreach visit each FY to each college and divisional council each academic year. (Human Resources)

• Creation of New Change in Pay PCR Action on IT 0000 – ACTIONS - ability for campus departments to view their employee's change in pay actions due to ULP, Hazardous Duty or State Longevity increases- 02/10. (Human Resources)

• Continued work on identifying and negotiating temporary contracts with 3rd party vendors for temporary employees to save each department in the university from large bill rates. (Human Resources)

• Completed research and reports on performance appraisal, custodial operations, and proposed smoking and lactation policies. (Human Resources)

• Reviewed the performance appraisal system proposed by the VPIT and the AVP, Facilities. (Human Resources)

• Completed charter which allows us to track new position and reclassification cost expenditures. (Human Resources)

• Completed New EASY step-by-step PowerPoint presentation for hiring manager's site. (Human Resources)

• Updated new interview questions on Hiring manager webpage. (Human Resources)

• Implemented E-Verify process. (Human Resources)

• Introduced new customer satisfaction surveys to gauge satisfaction with the job audit process and general employment activities. 100% of the respondents to these surveys indicated they were "satisfied" with our quality of work. (Human Resources)

• Initiated work on an Employee Relations web site. (Human Resources)

• Initiated development of new Admin Assistant handy reference website in support of the administrative support staff training course. (Human Resources)

• Creation of Organizational Management FAQs on the HR website to assist campus users. (Human Resources)

• Introduced new customer satisfaction survey to gauge satisfaction with the EASY system. (Human Resources)

• Began project to improve Staff Service Award eligibility tracking for Special Projects Office. (Human Resources)

• Implemented new federal race and ethnicity categories in SAP. (Human Resources)

• Participated in data mapping requirements between SAP and new SIS. (Human Resources)

• Completed draft of HR Profile, a management tool that provides real time HR management data via TRACS on a university, division, and department basis. (Human Resources)

• Updated department plan summer 2010. (Human Resources)

GOAL II: PHYSICAL FACILITIES, GROUNDS AND INFRASTRUCTURE

TO ENSURE THE PHYSICAL FACILITIES, GROUNDS, AND INFRASTRUCTURE ENHANCE THE EXPERIENCES OF LEARNING, LIVING, WORKING AND VISITING TEXAS STATE.

GOAL III: DIVERSE AND ENGAGED WORKFORCE

TO RECRUIT, DEVELOP, AND RETAIN AN OUTSTANDING, DIVERSE, AND ENGAGED WORKFORCE THAT ARE SKILLED, STUDENT ORIENTED, INNOVATIVE, AND RECOGNIZED FOR THEIR COMMITMENT TO EXCELLENCE.

• Completed and submitted annual market position review for PC. Data extracted from three CUPA-HR and two local salary surveys for Cabinet approved labor markets (University, Local, Athletics) and included (1) an updated Staff Compensation Philosophy, (2) cost to reach market for each title in the pay plan by university, division, and fund source, (3) a table showing how much each title trailed or led the market as well as the number of employees holding each title, the turnover for each title for the past two years, and the identification and cost to move the pay plan structure by the amount of the Consumer Price Index for All Urban Consumers (CPI-U) for the previous twelve months, and (4) a recommendation and analysis which showed that over 335 titles could be reallocated by pay grade to market with no cost. (Human Resources)

• HR secured an Equity and Access one-time $5,000 grant for a study through Hot Jobs to determine the best recruiting sources for diversity job applicants. (Human Resources)

• Conducted 99 group and one on one training/development sessions for faculty and staff that included: Managing Positions and PCR's in SAP, Performance Appraisal Training for Staff, Compensation/Classification Training, HR Training for Grants, Understanding Organizational Management in SAP, Understanding Student Employment and Creating Student PCR's, I-9's for International Employees, Managing@Texas State, EASY Employment Training, Leave Management Training, New Employee Orientation I and II, Bobcat Balance, Drug Awareness Training for Supervisors. (Human Resources)

• Secured approval and hired Suzanne White to develop and produce an administrative support staff training course to be completed by December 31, 2010(Human Resources)

• Filled Administrative Assistant III, Sr. Human Resources Assistant, and HR Representative position vacancies with one Hispanic and two white females respectively which produces a diversity profile for HR of 12 White (4 males/8 females), 6 Hispanic (6 females), and 1 African American (1 female). HR has had 2 White (2 females), 3 Hispanic (1 female/2 males), 2 Black (2 females), 1 Asian/Pacific Islander (1 female) Work Study students, 1 Hispanic (1 female) regular wage student, and 4 White (3 female/1 male), 1 Black (1 Female), 1 Hispanic (1male) Student Interns. (Human Resources)

• HR Staff attended 215 Professional Development Activities. Each HR staff member attended at least 2 professional development activities. Director, Associate Directors, and each HR Manager attend at least one national level professional development activity each year. (Human Resources)

• Used temporary salary savings, M&O funding, and VPFSS annual performance award funding to award all 18 HR employees (excluding the Director) a performance award for FY 09. (Human Resources)

• Each eligible HR staff member received a merit award for FY 09. (Human Resources)

• As per HR Office policy, each HR staff member received a length of service certificate on their HR Office employment anniversary date. (Human Resources)

• HR staff hired 8 Work Study students, 1 regular wage students, and 6 student interns. HR staff also gave over 20 Student interviews for course credit and approved two student projects to study HR operations for course credit. (Human Resources)

• Assoc Dir (Floyd Quinn) taught in University College. (Human Resources)

• Director (John McBride) received recognition from Dir, Retention Mgt & Planning re: being recognized by a former student employee (Patrice Frost) as "a person contributing significantly to their success and development". (Human Resources)

• Director published chapter in Thomson Reuter's books series "Inside the Minds – Driving Business Results with Your HR Strategy: Leading HR Executives on Communicating Effectively, Developing Talent, and Securing Competitive Advantage". (Human Resources)

• Formalized the Compensation Section's partnership with the student SHRM chapter and related faculty. (Human Resources)

• 68% of HR employees contributed $207 to the Reach For The Stars Campaign. Overall, 38% of Texas State employees contributed to the campaign. (Human Resources)

• Implemented new internal system to track employee development activities noted as needed/desired on annual performance appraisal form to ensure that HR employees obtains development activities noted on the appraisal.(Human Resources)

• Director serves as Historian for Texas Higher Education Human Resources Association (THEHRA) and produced a thirty-five year history of the organization that was distributed at the June 2010 meeting. (Human Resources)

• Associate Director (Michelle Moritz) elected Treasurer for THEHRA – two year term beginning Jan 2010. (Human Resources)

• Implemented Bobcat Balance EAP/Work Life resources program with third party vendor. (Human Resources)

• Coordinated events for National Work & Family month and co-hosted the Employee Wellness Fair (10/09). (Human Resources)

• Coordinated annual Financial Planning & Retirement Fair (03/10). (Human Resources)

• Took over central administration of the Employee Perks program from Staff Council (2/10). (Human Resources)

• All HR Office employees received a rating of 350.5 or above on their CY09 annual performance evaluation appraisals. (Human Resources)

• All HR Office GOJA's and Performance Plans were reviewed and updated as necessary. (Human Resources)

• The HR Office continued using the HR Template for each employee that ties each employee's individual duties to the appropriate HR, FSS, and University Goal. (Human Resources)

• Weaver-FSS Team Award Fall 2009; Brandenburg-Tina G. Schultz Staff Excellence award 9/09. Trevino and Coyle-EOM Award, Coyle/Quinn-Texas State Quality Team Fall 2009 Award. (Human Resources)

• Continued monthly publication of the Human Resources Bulletin to all regular faculty, staff, and certain benefits eligible graduate student employees. (Human Resources)

• Continued monthly HR Forum meetings with selected representatives from all divisions. (Human Resources)

• Accepted request from the President of the University of Texas-Pan American through the Vice President for Business Affairs to conduct a peer review with the University of Texas-El Paso of the UT-Pan Am Human Resources operation. (3/10) (Human Resources)

• Accepted request from the Vice President for Finance and Operations at Sam Houston State University to investigate and evaluate a grievance filed by an HR employee against the Director of Human Resources at SHSU. (4/10) (Human Resources)

• Implemented Former Foster preference on employment application. (Human Resources)

• Coordinated New Faculty Orientation. (Human Resources)

• Conducted Annual Enrollment including communication of significant plan design changes. (Human Resources)

GOAL IV: ENVIRONMENTAL, SOCIAL AND ECONOMIC SUSTAINABILITY

TO DEMONSTRATE A COMMITMENT TO ENVIRONMENTAL, SOCIAL AND ECONOMIC SUSTAINABILITY IN THE AREAS OF ENERGY AND RESOURCE MANAGEMENT, PURCHASING, WASTE REDUCTION AND RECYCLING, HEALTH AND SAFETY, AND BUILDINGS AND GROUNDS.

• Participated in the University and FSS Division recycling program for paper and plastic/metal containers. (Human Resources)

GOAL V: USE OF RESOURCES AND COMPLIANCE

TO ENSURE EFFICIENT USE OF UNIVERSITY RESOURCES, MONITOR THE UNIVERSITY'S FISCAL HEALTH, SAFEGUARD THE UNIVERSITY'S ASSETS, MITIGATE INSTITUTIONAL RISK, AND COMPLY WITH REGULATORY AUTHORITIES.

• Passed SACS review with no negative findings. Also, provided extensive research and data for a response to a SACS inquiry relating to a former employee (Rod Fluker) complaint to SACS (3/10). (Human Resources)

• Passed the Texas Workforce Commission Civil Rights Division audit of HR policies and procedures with no negative findings and a request from auditor to be able to use certain policies and procedures as models for other institutions. (2/10). (Human Resources)

• Approved two senior level students to do a study to evaluate the effectiveness of the HR website and the monthly HR Bulletin (2/10). (Human Resources)

• Completed research and entry of historical Tax Deferred Annuity contributions for compliance with new IRS "catch-up" regulations (11/09). (Human Resources)

• Participated in study group to assess the impact of retroactivity on closed grants and use of 8999 default fund. (03/10). (Human Resources)

• Conducted HR module SAP year end support pack testing (11/09). (Human Resources)

• Developed H1N1 FAQ's for web and report of sick leave for tracking sick leave absence trends (9/09). (Human Resources)

• Developed Outcome Statements and Method/Measure criteria for upcoming SACS accreditation. (9/09). (Human Resources)

• Worked with IT and payroll staff to bring HRIS report to the State Comptroller's Office back into compliance (Fall 2009). (Human Resources)

• Participated in the State Comptroller's audit for OSP – 01/10. (Human Resources)

• Completion of Bank 10 fund flip - 09/09; work study fund flip for FY2010 - 09/09 and additional necessary flip of multiple academic department funds - 10/09. (Human Resources)

• Completion of Financial Aid's correction of State of Texas work study allocation cost distribution for 64 impacted students. (Human Resources)

• Tracked receipt, generated past due reports and closed out the CY2009 Performance Appraisal Cycle with 98.75% compliance. (Human Resources)

• Creation of Tracking of Terminated Student Workers for Record Retention Report resulting in the purging of 1,358 student worker files. (Human Resources)

• Purged documents from 2003 terminated files in accordance with records retention. (Human Resources)

• Creation of Multiple Chiefs in SAP Report and began clean up to establish only one designated chief per organizational unit. (Human Resources)

• Creation of 2010-2011 Student PCR Cutoff Calendar. (Human Resources)

• Created FY11 Holiday calendar. (Human Resources)

• Implemented federal HIRE Act to save employer FICA on eligible employees. (Human Resources)

• Participated on Ethics Compliance Committee to update training modules for second year. (Human Resources)

• Implemented hiring freeze as directed by President's Cabinet effective May 26, 2010, developed and posted hiring freeze FAQ's, on HR website, and initiated periodic hiring freeze/status reports for the VPFSS. (Human Resources)

• HR staff implemented operating efficiencies that will save estimated $3200 in M&O expenditures for FY 11. Actions taken included shifting printing of paper HR Bulletin copies to an alternative printing source and shifting printing responsibility for Managing@TxState to registrants. (Human Resources)

• Responded to TSUS Office "hot line" complaint regarding Administrative Assistants Course. (Human Resources)
• Responded to findings in Internal Audit's Separated Employee Audit. (Human Resources)

DISAPPOINTMENTS

• SAP portal upgrade postponed causing a delay in rolling out new ESS and MSS functionality as well as development of electronic PCR. (Human Resources)

• Delayed in producing service agreements with temporary staffing agencies as required by UPPS 04.04.22, "Hiring Temporary Workers through Third-Party Service Providers." (Human Resources)

• Unable to secure resources to hire an Employee Relations Coordinator. (Human Resources)

• Did not secure an electronic online job description, job audit, and GOJA library service. (Human Resources)

• Unable to implement an internal temporary services program for the campus. (Human Resources)

McBride, John E

From:	McBride, John E
Sent:	Friday, October 15, 2010 2:46 PM
To:	Brandenburg, Bobbie J; Coyle, Tammy L; Croan, Ashley B; Duggins, Teresa A; 'Heather Phillips'; 'Julie Eriksen'; Keilers, Cynthia; Leamons, Mark; Lund, Jeffrey N; McBride, John E; Moritz, Michelle; Olivo, Rosie; Quinn, Floyd F; Salazar, Vanessa A; Selvera, Selma P; Trevino, Rose C; Vallejo, Lisa G; Weaver, Roxana E; Williams, Ranita
Subject:	FW: Updated FY10 Accomplishments & Operating Stats
Attachments:	FY 2010 ACCOMPLISHMENTS AND DISAPPOINTMENTS.docx

Dear All,

Attached is what we have turned into Mr. Nance as our FY 10 Accomplishments/Disappointments.

As you can see, HR had a tremendous amount of activity and some very significant accomplishments....none of which could have been possible without the effort and dedication of each one of you. Pat yourself on the back. You did a fantastic job!!

My deepest thanks to all of you. You are a great staff!

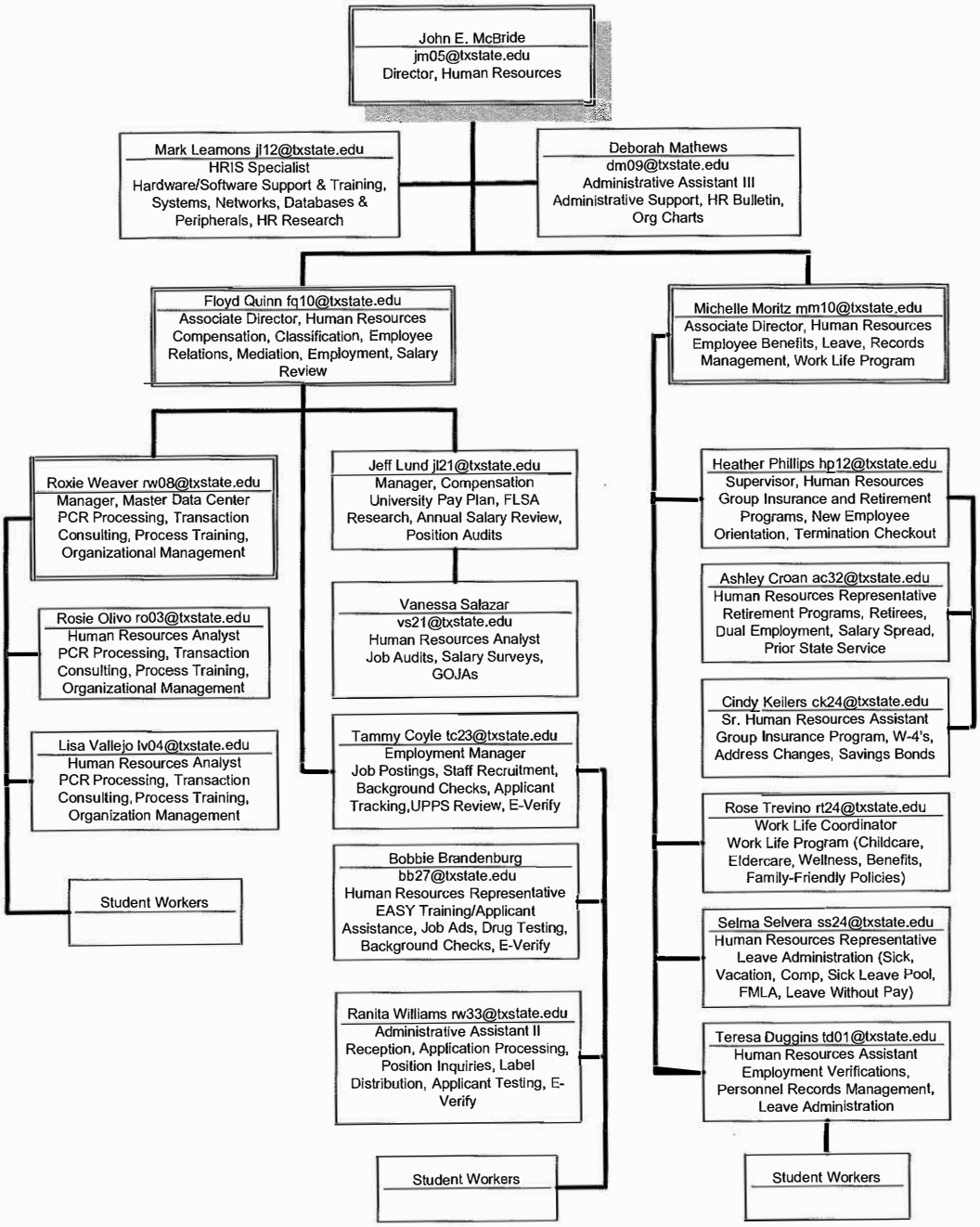
John

FISCAL YEAR 2011

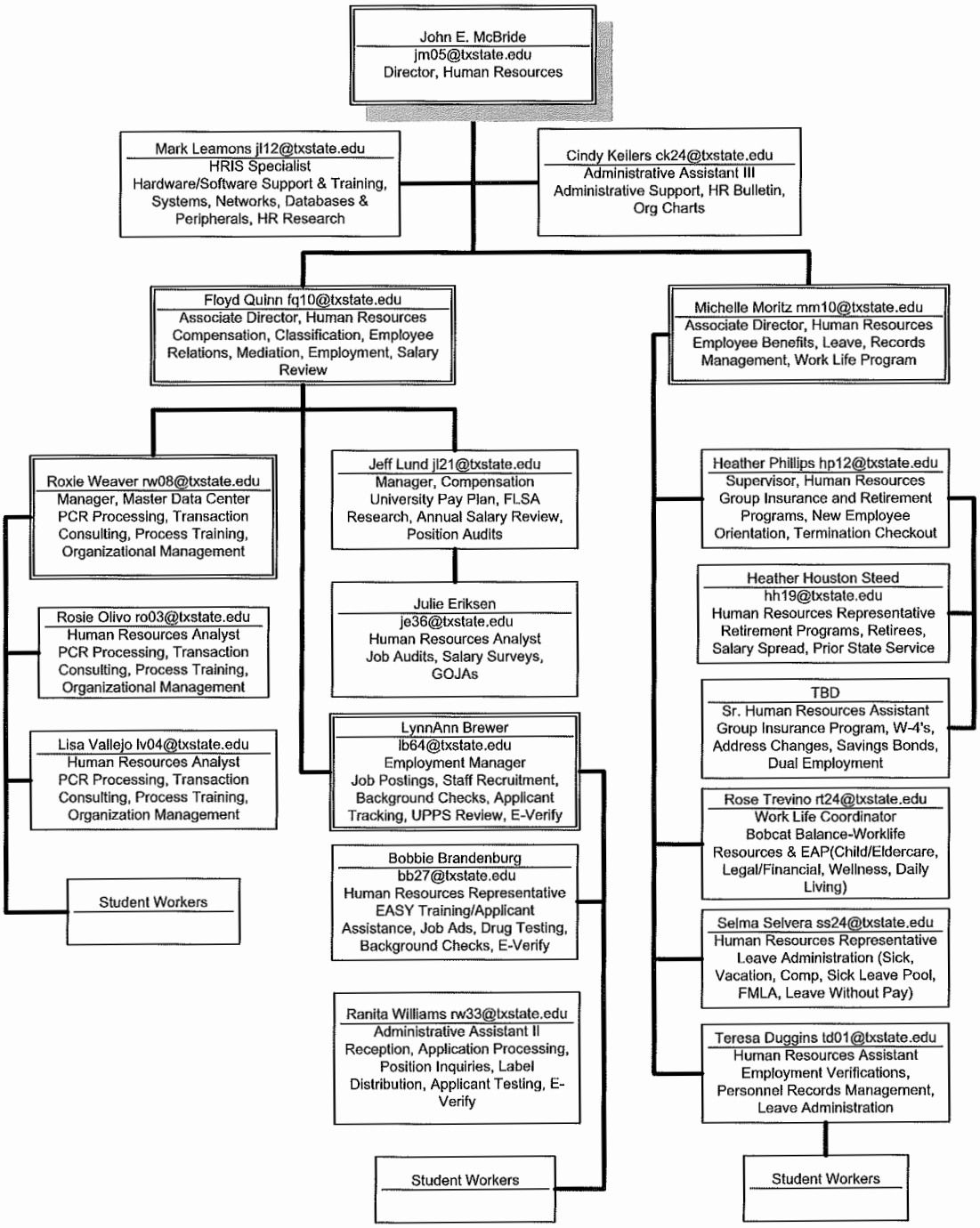
Human Resources Employees
Fiscal Year 2011

Name of Employee	Job Title	Subgroup	FTE
Mrs Bobbie J Brandenburg	Human Resources Representative	12 Mo NE Salaried	100.00
Mrs Tammy Lee Coyle	Mgr, Employment	12 Mo Ex Salaried	100.00
Mrs Teresa A Duggins	Human Resources Assistant	12 Mo NE Salaried	75.00
Mrs Julie A Eriksen	Sr Human Resources Assistant	12 Mo NE Salaried	100.00
Ms Heather M Houston	Human Resources Representative	12 Mo NE Salaried	100.00
Mrs Cynthia V Keilers	Administrative Asst III	12 Mo NE Salaried	100.00
Mr John Mark Leamons	HR Info Systems Specialist	12 Mo NE Salaried	100.00
Mr Jeffrey N Lund	Mgr, Compensation	12 Mo Ex Salaried	100.00
Mr John E McBride	Dir, Human Resources	12 Mo Ex Salaried	100.00
Ms Michelle D Moritz	Assoc Dir, Human Resources	12 Mo Ex Salaried	100.00
Ms Rosie Olivo	Human Resources Analyst	12 Mo Ex Salaried	100.00
Ms Heather M Phillips	Supv, Human Resources	12 Mo NE Salaried	100.00
Dr Floyd F Quinn	Assoc Dir, Human Resources	12 Mo Ex Salaried	100.00
Ms Vanessa Andrea Salazar	Human Resources Analyst	12 Mo Ex Salaried	100.00
Mrs Selma P Selvera	Human Resources Representative	12 Mo NE Salaried	100.00
Ms Rose C Trevino	Work Life Coordinator	12 Mo Ex Salaried	100.00
Ms Lisa Silguero Gonzalez	Human Resources Analyst	12 Mo Ex Salaried	100.00
Mrs Roxana E Weaver	Mgr, HR Master Data Center	12 Mo Ex Salaried	100.00
Ms Ranita A Williams	Administrative Asst II	12 Mo NE Salaried	100.00

Texas State University-San Marcos
Human Resources Organizational Chart



09/1/10


John E. McBride
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Mark Leamons jl12@txstate.edu
HRIS Specialist
Hardware/Software Support & Training, Systems, Networks, Databases & Peripherals, HR Research
Cindy Keilers ck24@txstate.edu
Administrative Assistant III
Administrative Support, HR Bulletin, Org Charts
Floyd Quinn fq10@txstate.edu
Associate Director, Human Resources
Compensation, Classification, Employee Relations, Mediation, Employment, Salary Review
Michelle Moritz mm10@txstate.edu
Associate Director, Human Resources
Employee Benefits, Leave, Records Management, Work Life Program
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Manager, Master Data Center
PCR Processing, Transaction Consulting, Process Training, Organizational Management
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Human Resources Analyst
PCR Processing, Transaction Consulting, Process Training, Organizational Management
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Human Resources Analyst
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University Pay Plan, FLSA Research, Annual Salary Review, Position Audits
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Human Resources Analyst
Job Audits, Salary Surveys, GOJAs
LynnAnn Brewer
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Employment Manager
Job Postings, Staff Recruitment, Background Checks, Applicant Tracking, UPPS Review, E-Verify
Bobbie Brandenburg
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Human Resources Representative
EASY Training/Applicant Assistance, Job Ads, Drug Testing, Background Checks, E-Verify
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Administrative Assistant II
Reception, Application Processing, Position Inquiries, Label Distribution, Applicant Testing, E-Verify
Student Workers
Heather Phillips hp12@txstate.edu
Supervisor, Human Resources
Group Insurance and Retirement Programs, New Employee Orientation, Termination Checkout
Heather Houston Steed
hh19@txstate.edu
Human Resources Representative
Retirement Programs, Retirees, Salary Spread, Prior State Service
TBD
Sr. Human Resources Assistant
Group Insurance Program, W-4's, Address Changes, Savings Bonds, Dual Employment
Rose Trevino rt24@txstate.edu
Work Life Coordinator
Bobcat Balance-Worklife Resources & EAP(Child/Eldercare, Legal/Financial, Wellness, Daily Living)
Selma Selvera ss24@txstate.edu
Human Resources Representative
Leave Administration (Sick, Vacation, Comp, Sick Leave Pool, FMLA, Leave Without Pay)
Teresa Duggins td01@txstate.edu
Human Resources Assistant
Employment Verifications, Personnel Records Management, Leave Administration
Student Workers
05/2011

FY11 Headcount by Division

		Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Avg
Office of President														
	Ben-Elig Staff	20	20	20	20	20	20	20	20	18	18	18	18	19.3
	Non-Ben Elig Staff	1	1	1	1	1	1	1	1	1	1	2	2	1.2
	Ben-Elig Students	1	1	1	1	1	1	1	1	1	1	1	1	1.0
	Non-Ben Elig Students	4	5	5	5	5	4	5	5	4	4	3	4	4.4
	Total	26	27	27	27	27	26	27	27	24	24	24	25	25.9
Information Technology														
	Ben-Elig Staff	271	268	270	270	274	273	272	272	271	270	269	268	270.7
	Non-Ben Elig Staff	9	8	7	7	6	5	5	4	4	5	5	4	5.8
	Ben-Elig Students	12	11	10	7	8	10	9	9	7	8	8	9	9.0
	Non-Ben Elig Students	255	262	258	253	253	256	255	259	219	171	170	223	236.2
	Total	547	549	545	537	541	544	541	544	501	454	452	504	521.6
Academic Affairs														
	Ben-Elig Faculty	1183	1185	1184	1184	1195	1196	1197	1199	1201	1174	1172	1159	1185.8
	Non-Ben Elig Faculty	450	444	429	425	421	419	421	420	415	396	405	387	419.3
	Ben-Elig Staff	690	695	699	704	710	711	710	703	704	703	700	704	702.8
	Non-Ben Elig Staff	132	140	138	129	128	136	130	129	136	180	144	127	137.4
	Ben-Elig Students	692	698	695	686	668	700	700	697	669	506	506	463	640.0
	Non-Ben Elig Students	1313	1347	1357	1331	1357	1401	1430	1422	1079	955	946	1191	1260.8
	Total	4460	4509	4502	4459	4479	4563	4588	4570	4204	3914	3873	4031	4346.0
Finance & Support Services														
	Ben-Elig Staff	476	473	474	474	474	471	472	475	474	468	465	468	472.0
	Non-Ben Elig Staff	10	13	13	13	8	9	10	10	9	8	7	7	9.8
	Ben-Elig Students	1	1	1	1	1	1	1	2	1	1	1	1	1.1
	Non-Ben Elig Students	156	162	158	156	150	158	157	157	140	135	135	145	150.8
	Total	643	649	646	644	633	639	640	644	624	612	608	621	633.6
Student Affairs														
	Ben-Elig Staff	381	380	381	384	384	385	380	382	386	387	388	393	384.3
	Non-Ben Elig Staff	54	51	51	47	43	46	43	48	44	63	55	74	51.6
	Ben-Elig Students	32	32	33	33	33	33	33	33	28	15	15	15	27.9
	Non-Ben Elig Students	717	748	749	739	711	708	715	690	389	383	406	616	630.9
	Total	1184	1211	1214	1203	1171	1172	1171	1153	847	848	864	1098	1094.7
University Advancement														
	Ben-Elig Staff	41	42	42	42	41	39	39	39	37	37	37	36	39.3
	Non-Ben Elig Staff	1	2	2	1	0	0	0	0	0	0	0	0	0.5
	Ben-Elig Students	2	2	2	0	1	1	1	1	1	1	1	3	1.3
	Non-Ben Elig Students	47	45	44	44	48	45	41	48	28	29	10	26	37.9
	Total	91	91	90	87	90	85	81	88	66	67	48	65	79.1
Athletics														
	Ben-Elig Staff	79	81	82	80	87	89	84	86	81	79	81	85	82.8
	Non-Ben Elig Staff	10	11	11	10	10	10	10	9	9	9	8	3	9.2
	Ben-Elig Students	8	8	8	8	8	8	7	7	7	5	4	4	6.8
	Non-Ben Elig Students	69	79	106	106	107	99	102	87	88	87	38	31	83.3
	Total	166	179	207	204	212	206	203	189	185	180	131	123	182.1

McBride, John E

From: McBride, John E
Sent: Thursday, November 10, 2011 11:25 AM
To: Brandenburg, Bobbie J; Duggins, Teresa A; 'Heather Phillips'; 'Julie Eriksen'; Kathryn Bonner; Keilers, Cynthia V; Leamons, Mark; Lund, Jeffrey N; 'LynnAnn Brewer'; McBride, John E; Moritz, Michelle; Olivo, Rosie; Quinn, Floyd F; Selvera, Selma P; Steed, Heather H; Trevino, Rose C; Vallejo, Lisa G; Weaver, Roxana E; Williams, Ranita A
Subject: FW: FY 2011 HR Accomplishments
Attachments: FY 2011 HR ACCOMPLISHMENTS.docx

Dear All,

Attached is the final FY 2011 HR Accomplishments as reported by Mr. Nance in the FSS Division's FY 2011 Accomplishments Report.

The University had 6 formal goals for FY 2011, and HR had strategies that supported 5 of these goals. FSS had no support strategies for Goal 4 (Expand educational opportunities, emphasizing doctoral program development, applied scientific and technical programs, and other programs that address critical state needs) which is primarily an Academic Affairs goal.

We will discuss today in our HR staff meeting.

FY 2011 FINANCE AND SUPPORT SERVICES DIVISION ACCOMPLISHMENTS

The Finance and Support Services Division at Texas State University-San Marcos is comprised of the offices of Auxiliary Services; Budget; Environmental Health, Safety & Risk Management; Facilities; Financial Services; FSS Planning, Space Management & Real Estate; Human Resources; Treasurer; and the Vice President for Finance h regulatory authorities.

•Ensure the physical facilities, grounds, and infrastructure enhance the experiences of learning, research, living, working and visiting Texas State.

and Support Services.

Finance and Support Services adopted the University goals and intended outcomes as the Division 2011-2012 Strategic Plan. In order to accomplish the goals, FSS is committed to the following:

•Enhance customer service and improve the effectiveness and efficiency of University operations.

•Ensure efficient use of University resources, monitor the University's fiscal health, safeguard the University's assets, and comply wit•Demonstrate a commitment to environmental, social and economic sustainability in the areas of energy and resource management, purchasing, waste reduction and recycling, health and safety, and buildings and grounds.

•Recruit, develop, and retain an outstanding, diverse, and engaged workforce that are skilled, student oriented, innovative, and recognized for their commitment to excellence.

GOALS, INTENDED OUTCOMES, STRATEGIES

Goal 1: Promote academic quality by building a distinguished faculty, developing the university culture of research, and managing enrollment.

- INCREASE UNIVERSITY INFRASTRUCTURE TO SUPPORT SCHOLARLY AND CREATIVE ACTIVITY.

Human Resources Department

*Collaborate with the Office of the Associate Vice President for Research and Federal Relations to support the University's commitment and drive to enhance its status as a research institution. The objective is to provide education, guidance, policy, and procedures that efficiently and effectively support research activities in meeting Human Resources requirements established by federal and state law, the Texas State University Board of Regents, and the Texas State University administration.

*HR is collaborating with the Office of the Associate Vice President for Research and Federal Relations on an independent basis as well as through membership on the Council for Funded Research.

*HR was appointed as a charter member of the Council for Funded Research in October 2010. The Council was established by the Provost in 2010 to serve as an advisory body to the President/Provost in their efforts to increase the number of grant-related programs on campus and aid in the transition of Texas State to a recognized, tier 1 research institution. Additionally, members work together to better facilitate research-related initiatives on campus by examining and modifying current work practices related to a variety of support functions.

*Beginning in FY2010 and continuing through FY2011 HR is on the Agenda of the OSP sponsored Managing Your Award (Post Award Services) workshop for new PI's. The workshop is held 3-4 times per year.

*HR was invited in August 2011 by the Office of Sponsored Programs (OSP) to be a regular contributor to its new OSP Newsletter as an additional way to provide important relevant HR information to the grant and research community. The initial issue was released in September 2011 and featured an HR article on the major relevant requirements of the Fair Labor Standards Act (FLSA).

- INTRODUCE AND MAINTAIN PROGRAMS THAT ARE NATIONALLY AND INTERNATIONALLY COMPETITIVE.

Human Resources Department

*Administer and support the continued funding for the faculty, staff, and benefits eligible graduate student Employee Assistance and Work Life programs beyond the initial two year funding period initiated in 2010. The addition of these programs has made Texas State a competitive top tier institution nationally and in Texas for the EAP and Work Life benefits which in turn enhances our recruitment of faculty, staff, and benefits eligible graduate students.

*Continued to monitor and communicate the benefits of Bobcat Balance (Employee Assistance and Work Life programs launched March 1, 2010) and encourage utilization through demonstrating the programs at departmental meetings, HR Bulletin articles, the annual HR management staff liaison visits to college and division councils, and the Support Staff Resources Fairs. The utilization rate for Bobcat Balance is between 7-8% which exceeds the usual industry utilization rate of 4-7%.

*HR received notice in April 2011 that our current vendor (UT Advantage) was discontinuing operations at the end of our contract year. However, HR successfully negotiated and executed an agreement effective 9/1/2011 with another provider (University of Texas Employee Assistance Program - UT-EAP) to continue and expand the services of our current program at a cost reduction of about $14,000 per year for a 2 year period. UT-Advantage was headquartered at the UTHSC in San Antonio and UT-EAP is headquartered at UTHSC in Houston. The changeover put us in a group of 80,000 (30,000 higher ed employees) as compared to our UT-Advantage group of 17,000 and was fairly seamless for our faculty and staff.

*Secured a $70K grant from the Department of State Health Services to implement a mother friendly worksite policy to comply with new federal law effective March 2010. The Statement of Work was approved effective 6/1/2011. Components of the policy include renovating private, non-bathroom space for expressing breast milk, providing flexible break time, education and support for nursing mothers. With assistance from DSHS staff, we received approval from the Texas State Institutional Review Board to conduct an employee survey and convened a taskforce of Texas State faculty and staff. The survey results were part of our Assessment Summary Report submitted to DSHS in August 2011. Target completion for renovations and supplies is 12/31/2011. Policy implementation and education initiatives will be an ongoing process.

- STRENGTHEN RESEARCH EFFORTS THROUGH ACHIEVING INCREASES IN GRANT EXPENDITURES.
- **Human Resources Department**

***HR applied for and received a $70k grant from the Texas Department of State Health Services for a Mother Friendly Worksite Policy initiative. (See previous bullet above)**

Goal 2: Expand access to public university education and contribute to the economic and cultural development of Texas.

Human Resources Department

Explore and evaluate ways to provide necessary Human Resources services to the Round Rock campus. Initiatives would include research to assess the need and types of HR services needed and the methods that can provide these services most efficiently and effectively.

*Human Resources has been working with the RRHEC leadership regarding the provision of HR services to the Round Rock campus.

*HR staff visited the Round Rock campus on November 30, 2010 and met with Dr. Edna Rehbein and Dr. Marla Erbin-Roesemann to discuss current HR initiatives and activities as well as HR-related concerns at the RRHEC. In April 2011 HR compensation staff conducted performance appraisal training for the RRHEC via ITV, and HR Benefits staff visited the RR campus to assess a designated lactation room in the Nursing Building. Additional visits to the campus are planned over the course of fiscal year 2012 for the purposes of disseminating HR-related information, gathering customer feedback, and providing enhanced support to the campus.

Goal 3: Provide a premier student-centered, educational experience that fosters retention and success and is built on academic programs with clearly defined learning outcomes and a rigorous level of academic challenge.

- DEPARTMENTAL AND CAMPUS-WIDE STUDENT ENGAGEMENT INITIATIVES.

Human Resources Department

Promote student engagement by (1) collaborating with faculty to secure class projects to address HR issues and assist students in research assignments, (2) hiring paid and non-paid interns to perform class and non-class credit work in HR, (3) granting class credit interviews, (4) having HR staff serve as mentors, (5) having HR staff teach University Seminar and serve as class guest lecturers, and (6) hiring work study and regular wage student workers.

*HR continues to promote student engagement as evidenced by the following: (1)Provided assistance to 1 graduate student on a research project (2)Hired 6 non-paid interns for class and non-class credit work experience (3)HR staff granted 9 student interviews for class credit (4)One HR staff member taught University Seminar (5)HR staff served as guest lecturer for 2 university classes and 1 compensation presentation to the student Society for Human Resources (SHRM) chapter at Texas State (6)HR hired 8 work study and 2 regular wage student workers, and also provided 2 references for former student workers

Goal 5: Enrich our learning and working environment by attracting and supporting a more diverse faculty, staff, and student body.

•BUILD A MORE DIVERSE FACULTY AND STAFF.

Human Resources Department

Develop initiatives to identify the best recruiting sources for staff diversity applicants by evaluating the ability of all the recruiting sources we use to generate diversity applicants.

*HR completed the one year, one time Equity and Access grant funded Hot Jobs project in November 2010. The results of this project (noted below) coupled with our own ongoing internal study produced some surprising and insightful information regarding the popularity of recruiting sources for diversity and non-diversity applicants. The success of the Hot Jobs project secured university funding for a second Hotjobs contract on December 14, 2010. According to our FY2011 activity analysis, we realized the following results:

*46 fewer positions in FY11 than FY10
*A decrease of 2679 applicants to our applicant pools
*618 less Hispanic applicants
*21 more African American applicants
*115 less Asian applicants
*1784 less Caucasian applicants
*2 less American Indian applicants

*On a percentage basis, there were some slight changes in the diversity makeup of our applicant pools. From FY2010 to FY2011:

*White - 57.36% to 55.12%
*American India - .53% to .64%
*African American - 6.47% to 8.23%
*Hispanic - 25.12% to 25.62%.
*Asian - 2.9% to 1.75%

*On a percentage basis, overall minority hiring was fairly flat. From FY2010 to FY2011:

*White - 57.66% to 56.58%
*American Indian - 0% to 0%
*African American - 2.92% to 3.95%
*Hispanic - 22.63% to 21.49%
*Asian - 2.92% to 1.75%

*Note: For all hiring data we need to remember that we have had a hiring freeze since 5/26/10.

*In general, we found that print media job advertising is very expensive and not very productive. Electronic media was much more successful with Craigslist being a leading source. We continue to advertise on the Austin Craigslist and the San Antonio Craigslist in response to the great success we've experienced in advertising through these outlets. In FY2011, 20% of our advertising activity is generated from Hotjobs, 38% from Austin Craigslist, and 23% from San Antonio Craigslist. In magnitude, these are our most productive advertising outlets in terms of site activity.

*HR posted job advertising results in the HR Profile data base in September 2011.

Facilitate decision making on diversity recruiting initiatives by providing President's Cabinet and other senior management with the monthly HR Diversity Tracking Report which shows by university, division, and department the number of positions posted, the number of applicants by EEO category for each position, and the EEO category of the individuals selected to fill the position.

*The HR Diversity Tracking Report continues to be generated and posted to the HR Profile on a monthly basis.

Goal 6: Develop and manage human, financial, physical, and technological resources effectively, efficiently, and ethically to support the university's mission.

ADJUST STAFF LEVELS AND SALARIES TO ACCOMPLISH UNIVERSITY GOALS. (PROGRESS)

Human Resources Department

Provide university administrators with salary data they need to make compensation decisions re: adjusting staff salaries in response to the salary levels in our approved labor markets. Data to be provided annually by June 1 and includes results from salary surveys for approved labor markets (Local - I-35 Corridor, University and Athletics - CUPA-HR), distance from market of each pay plan minimum, costs to reach market and/or other desired salary levels, turnover history for each pay plan title, and compliance with approved target provisions of the Staff Compensation Philosophy.

*Human Resources initiated its annual salary survey process to include review of market allocation and pay plan relationships in February 2011. The process and final report, including divisional vice presidential review and recommendations, was completed and submitted to President's Cabinet on the June 1 HR Department's SACS Outcome target date. The report included a (1) an overview of all fund costs by market, (2) overview of method fund fund costs by market, (3) pay plan relationships for the local and university market, (4) market index summary, (5) local market analysis, (6) university market analysis, (7) no-cost reallocation plan to raise minimum pay plan rates, and (8) CPI-U data including cost of CPI-U increase of pay plan minimums. No action on the report recommendations have been taken to date.

EXPAND AND SUPPORT PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOR FACULTY AND STAFF.

Human Resources Department

Develop and submit a policy and procedure proposal to President's Cabinet to provide guidance and support for succession planning for Texas State staff. Action would include identifying the core knowledge, skills, and abilities (KSAs) needed for all staff positions, mapping promotion and career progression paths to reach these positions, and identifying and providing sources where the KSA qualifications for the positions can be obtained.

*HR, in collaboration with Equity and Access, formally initiated a project in early August 2011 to map staff career progression paths. A pilot listing of paths by job title to illustrate HR's proposed approach to a solution was completed and approved by Equity and Access in mid August 2011.

*This project, which has been on HR's "waiting" list, was moved into priority status as a result of the 2011 Office of Federal Contract Compliance audit of the university. The Chief Diversity Officer and Director, Equity and Access, feels the university may be found short in meeting the OFFCP audit requirement that the university have in place an acceptable program to help ensure that staff are "promotable, transferable, and trainable".... and, in response to this requirement, he stated in the university's official OFFCP response that we would be taking steps to meet this requirement

*Provide continuing coordination leadership for an administrative support services program through collaboration with the Administrative Support Services Committee to provide a professional development resource that will enhance the knowledge and proficiency of personnel performing administrative support tasks within the Texas State operating business systems.

*The foundation for an administrative support services program was completed in December 2010.

*During calendar year 2010 Human Resources, with funding provided by President's Cabinet, led a collaborative effort with the Vice President for Finance and Support Services, the university's Executive Assistants, the Administrative Support Services Committee (ASSC), and outside consultant Suzanne White, to produce a cutting edge solution to finding, organizing, and providing support staff with the resources to perform their jobs more effectively and efficiently.

*The solution consisted of two tools: (1) a simple, user friendly website navigable by division or alphabet (A to Z) providing links to the university's resources and (2) semi-annual resource fairs where resource providers network with resource users. These two tools are unique because they provide the resources identified by the university's support staff users as the resources they need to do their jobs more effectively and efficiently.

*Two resource fairs have been held...October 27-28, 2010 and April 6-7, 2011. Both fairs featured identical afternoon and following morning sessions. Each fair had approximately 22 department/office resource booths staffed by 74 representatives that served the 244 fair visitors. In addition, the fairs included 10 formal presentations covering 7 topics. A survey indicated a 95% approval rating for the fairs' effectiveness.

*The website went live in conjunction with the first two part semi-annual resources fair October 27-28, 2010. It has continued to expand via recommendations from users and the ASSC with 20 suggestions acted upon and 34 enhancements made to the site since go-live. The website has experienced an average of 880 visits per month, 1300 page views per month, and 1777 unique viewer visits (original target was about 450 Texas State support staff). Evaluations and feedback for the website have been extremely positive.

*Another major enhancement to the website was begun in June 2011 which entails having all university forms added to the site findable again by division of origin or alpha. Initial interest in this enhancement has been very high.

*The Administrative Support Services Committee continues to meet on a monthly basis.

Develop and implement through coordination with third party financial organizations currently providing retirement services to Texas State, a series of financial education seminars (on a non-sales or promotional basis) for faculty and staff to integrate with our benefits programs. Studies in the field literature indicate that employees in general do not save money or plan very well for future financial security primarily due to a lack of understanding of the ramifications of such action on their part.

*Developed a plan for sponsoring ongoing lunch and learn style workshops with support from our active 403b vendors and Professional Development. For these workshops the preparation is educational and not a sales pitch and the vendor provides lunch for the attendees. The first workshop was held in February and the Financial Planning & Retirement Fair in March. Future workshops will be held approximately four times per year.

CONTINUE SAP POST-IMPLEMENTATION ACTIVITIES FOR THE FINANCE AND HUMAN RESOURCE SYSTEMS.

Human Resources

Establish a Training and Organizational Development Section in Human Resources by transferring the Office of Professional Development to HR with appropriate level FTE staffing. Assignment of the Training and Organizational Development function in HR is routinely consistent with current HR theory and practice, and would facilitate providing consistent, focused training designed to equip the staff with the professional competencies needed for their current positions as well as enhance succession planning and career advancement.

*The Office of Professional Development has not been transferred to Human Resources.

*We have a Policy Statement provision in Section 1.02 of UPPS 04.04.03 Staff Employment which states "Texas State University-San Marcos is committed to providing greater opportunities for promotion from within and improving the upward mobility potential for Texas State regular staff employees."

*HR continues to support more targeted and focused training opportunities to provide the skills and mentoring necessary to prepare Texas State staff for upward mobility per our commitment in our policy statement in UPPS 04.04.03.

Establish within HR and appropriately staff a temporary service program to provide a temporary labor pool to cover planned and unplanned short duration absences in university departments. Negotiation of temporary service contracts for temporary employees through third party providers and implementation of the provisions of UPPS 04.04.22 Hiring Temporary Workers through Third Party Service Providers during FY 11 will be an interim step.

*Due to the continuing lack of funding for staff and resources, there has been no further effort to establish a temporary service agency at the University.

*However, as an alternative and interim measure, we have continued our efforts to negotiate lower bill rates with temporary staffing agencies in this general location who may be interested in doing business with Texas State. We are currently in the process of preparing an RFP for the purpose of soliciting proposals from area agencies for temporary staffing services. Once received, those rates will be placed on Bobcatalog and campus users will be able to place their orders online after comparing the pricing between agencies. Users will be assured of the best available rates and will understand exactly how much money these services will cost prior to placing their orders.

*An initial RFP was prepared in July but not not finalized. Purchasing has had difficulty providing time and resources for this project including working out billing procedure issues through Bobcatalog.

Reorganize the Employee Relations (ER) responsibilities within HR by securing a new Manager, Employee Relations position dedicated strictly to the employee relations function. The ER workload is extremely heavy and climbing, and it does not have a single dedicated position to handle it (currently shared by four HR staff including the Director). Texas State is the only HR department among the ten largest public universities in Texas that does not have a position dedicated strictly to the ER function.

*We have not added an Employee Relations position to our office.

*The employee relations workload continues to be extremely heavy with the bulk of the work falling on the Associate Director, Compensation. In FY 11 there were 33 actions consisting of 1 mediation, 17 official complaints, 10 grievances, and 5 EEOC complaints. There were well over 1400 contacts consisting of management meetings, employee meetings, management phone contacts, employee phone contacts, and responding to management and employee email traffic. As an interim measure we have shifted some of the workload to the Manager, Compensation, the Human Resources Analyst (Compensation), and the Director. The addition of a dedicated full time Employee Relations position remains the number one staffing priority for HR.

Provide senior management with real time direct access to key human resources management data through the HR Profile information resource residing in TRACS. This metric and analysis information will assist senior management to manage the human resources function and their human resources assets on the university and division levels.

*The HR Profile data source bank that provides real time direct access to key human resources data went live in December 2010 after a demonstration for members of President's Cabinet.

*The data bank currently has 28 HR reports displayed in TRACS. The reports cover various data under headings representing HR's core process areas. Access to the reports has initially been limited to certain senior division administrative staff as identified by each divisional vice president.

ENHANCE AND EXPAND CAMPUS INFORMATION TECHNOLOGY SECURITY ACTIVITIES.

Human Resources Department

Expand and exploit current and future SAP and other technologies to improve business processes. Specific identifiable technologies at this time include the SAP Learning Solutions module to track employee professional development and competencies attained, Business Warehouse to facilitate the storage and retrieval of human resources managerial information, SAP Employee Self Service (ESS) to increase and improve communication with employees through allowing employees expanded capability to update their personal records, SAP Manager Self Service (MSS) to grant expanded access to employee data to facilitate improving management processes including the electronic PCR, document imaging to improve storage of employee personnel files/records, and upgraded PeopleAdmin solution to improve our online employee application system.

*The expansion and exploitation of current and future SAP and other technologies to improve business processes has moved along at a brisk pace as evidenced by the following:

*Anticipate implementing PeopleAdmin version 7 spring 2012. We have not been informed of our implementation date by PeopleAdmin.

*Introduced a limited rollout to selected departments of electronic PCRs to campus in July in conjunction with the implementation of an upgraded MSS. A phased rollout to all campus departments is projected spring 2012.

*Enhanced existing data cubes in Business Warehouse for more flexibility. The flexibility and power of these enhancements are currently being demonstrated as the university is pulling data to respond to an Office of Federal Contract Compliance Audit (OFCCP) request received in April 2011.

*Currently utilizing Business Warehouse to generate several recurring, ad hoc, and HR Profile reports.

*Professional Development introduced the SAP Learning Solutions Module to campus in December 2010.

*Implemented ESS version upgrade with additional functionality in October 2010.

*Currently exploring document imaging application recently rolled out with the new Student Information System (SIS).

*Additionally, we have prepared and are now conducting four SAP training classes to include:

*Introduction to Understanding Organizational Management and PCR Processing in SAP

*Understanding Organizational Management in SAP - Managing Positions

*Understanding Staff PCR Appointments in SAP

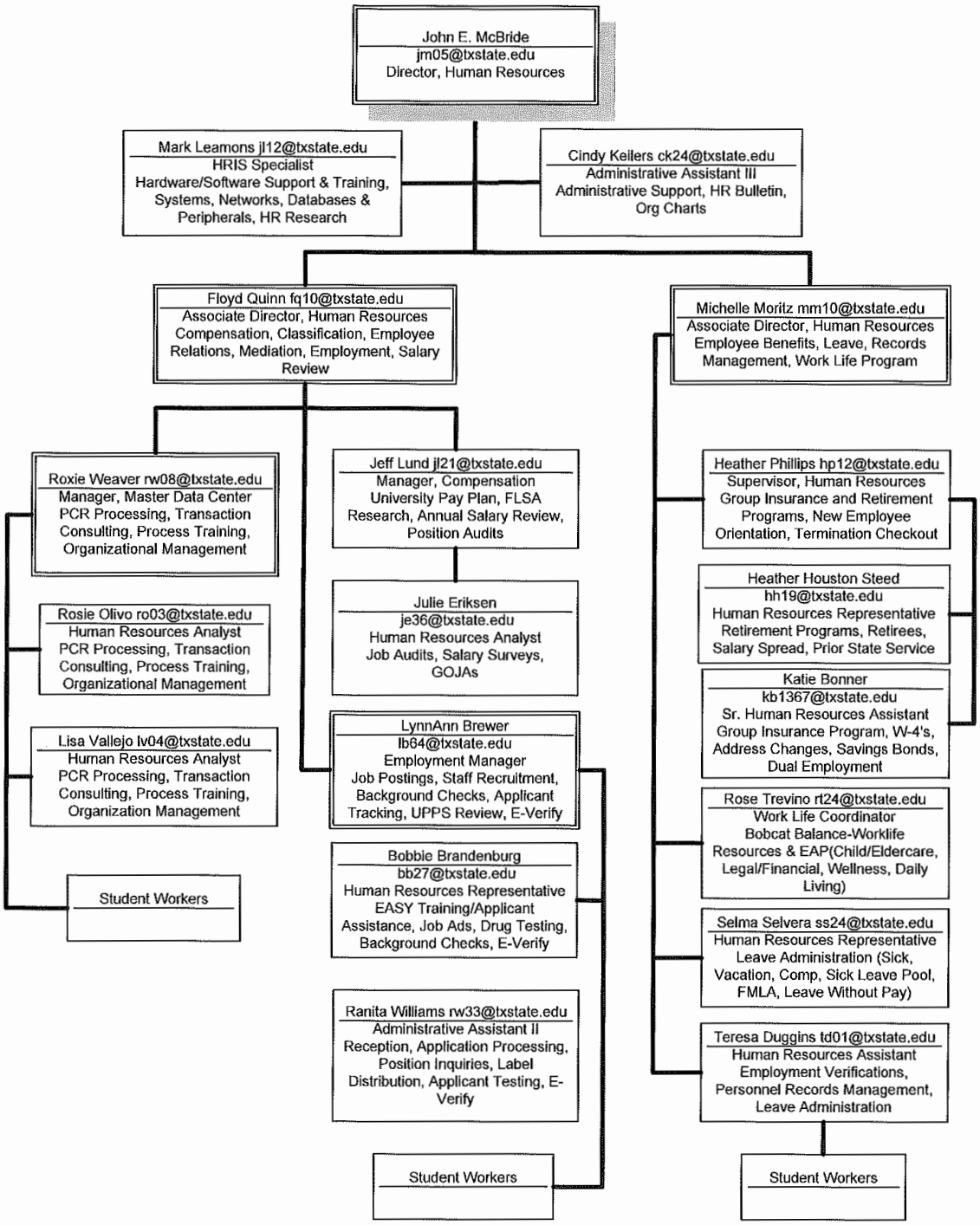
*Understanding Student PCR Appointments in SAP

*Understanding the Electronic PCR Process

FISCAL YEAR 2012

Human Resources Employees
Fiscal Year 2012

Name of Employee	Job Title	Subgroup	FTE
Ms Kathryn L Bonner	Sr Human Resources Assistant	12 Mo NE Salaried	100.00
Mrs Bobbie J Brandenburg	Human Resources Representative	12 Mo NE Salaried	100.00
Mrs LynnAnn Hien Brewer	Mgr, Employment	12 Mo Ex Salaried	100.00
Mrs Teresa A Duggins	Human Resources Assistant	12 Mo NE Salaried	75.00
Mrs Julie A Eriksen	Human Resources Analyst	12 Mo Ex Salaried	100.00
Mrs Cynthia V Keilers	Administrative Asst III	12 Mo NE Salaried	100.00
Mr John Mark Leamons	HR Info Systems Specialist	12 Mo NE Salaried	100.00
Mr Jeffrey N Lund	Mgr, Compensation	12 Mo Ex Salaried	100.00
Mr John E McBride	Dir, Human Resources	12 Mo Ex Salaried	100.00
Ms Michelle D Moritz	Assoc Dir, Human Resources	12 Mo Ex Salaried	100.00
Ms Rosie Olivo	Human Resources Analyst	12 Mo Ex Salaried	100.00
Ms Heather M Phillips	Supv, Human Resources	12 Mo NE Salaried	100.00
Dr Floyd F Quinn	Assoc Dir, Human Resources	12 Mo Ex Salaried	100.00
Mrs Selma P Selvera	Human Resources Representative	12 Mo NE Salaried	100.00
Ms Heather M Houston	Human Resources Representative	12 Mo NE Salaried	100.00
Ms Rose C Trevino	Work Life Coordinator	12 Mo Ex Salaried	100.00
Ms Lisa Silguero Gonzalez	Human Resources Analyst	12 Mo Ex Salaried	100.00
Mrs Roxana E Weaver	Mgr, HR Master Data Center	12 Mo Ex Salaried	100.00
Ms Ranita A Williams	Administrative Asst II	12 Mo NE Salaried	100.00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Selma Selvera ss24@txstate.edu
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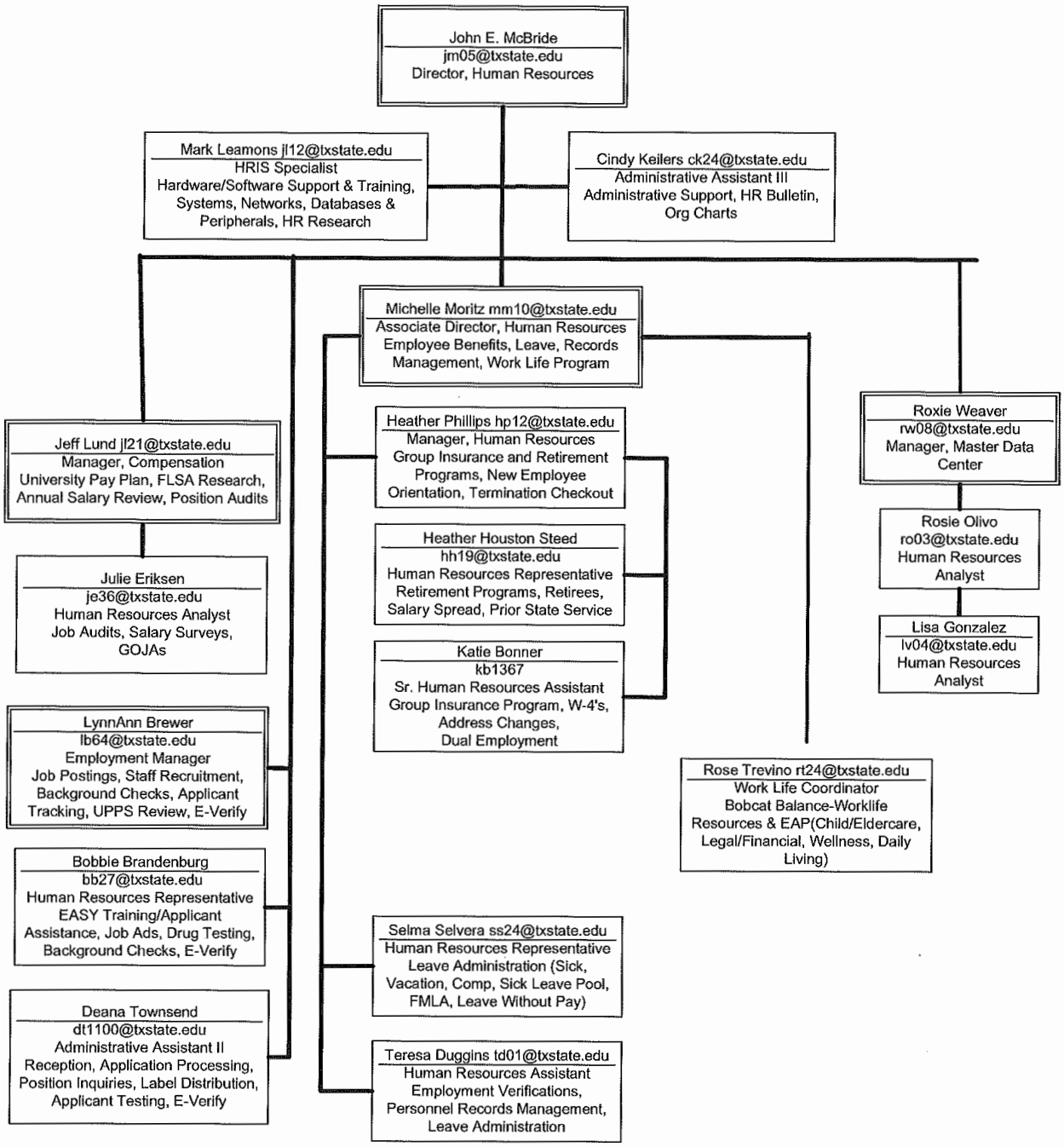
Teresa Duggins td01@txstate.edu
Human Resources Assistant
Employment Verifications, Personnel Records Management, Leave Administration
Student Workers
11/2011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HRIS Specialist
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Cindy Keilers ck24@txstate.edu
Administrative Assistant III
Administrative Support, HR Bulletin, Org Charts
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Manager, Compensation
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Job Audits, Salary Surveys, GOJAs
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Employment Manager
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Heather Houston Steed
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Katie Bonner
kb1367
Sr. Human Resources Assistant
Group Insurance Program, W-4's, Address Changes, Dual Employment
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Leave Administration (Sick, Vacation, Comp, Sick Leave Pool, FMLA, Leave Without Pay)
Teresa Duggins td01@txstate.edu
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Rosie Olivo
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Lisa Gonzalez
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Human Resources Analyst
Rose Trevino rt24@txstate.edu
Work Life Coordinator
Bobcat Balance-Worklife Resources & EAP(Child/Eldercare, Legal/Financial, Wellness, Daily Living)

08/08/12

FY12 Headcount by Division

		Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Avg
Office of President														
	Ben-Elig Staff	18	18	18	18	18	19	19	19	19	19	19	19	18.6
	Non-Ben Elig Staff	2	2	2	2	2	2	2	2	2	2	2	2	2.0
	Ben-Elig Students	1	1	1	1	0	0	1	1	1	1	1	1	0.8
	Non-Ben Elig Students	5	6	6	6	5	5	5	5	5	5	5	4	5.2
	Total	26	27	27	27	25	26	27	27	27	27	27	26	26.6
Information Technology														
	Ben-Elig Staff	266	268	268	263	260	262	266	266	268	267	270	271	266.3
	Non-Ben Elig Staff	6	7	6	6	5	5	6	6	10	11	12	7	7.3
	Ben-Elig Students	11	11	11	11	9	13	12	12	10	10	10	10	10.8
	Non-Ben Elig Students	247	254	251	243	247	260	262	265	190	185	182	210	233.0
	Total	530	540	536	523	521	540	546	549	478	473	474	498	517.3
Academic Affairs														
	Ben-Elig Faculty	1226	1228	1229	1229	1222	1223	1228	1222	1222	1187	1179	1178	1214.4
	Non-Ben Elig Faculty	476	473	476	476	486	490	485	485	490	459	458	450	475.3
	Ben-Elig Staff	690	688	701	708	714	711	717	713	716	717	725	735	711.3
	Non-Ben Elig Staff	123	122	122	118	126	127	129	131	130	148	139	129	128.7
	Ben-Elig Students	698	693	694	691	689	705	709	714	703	572	534	523	660.4
	Non-Ben Elig Students	1405	1421	1453	1435	1458	1430	1449	1457	1170	970	952	1067	1305.6
	Total	4618	4625	4675	4657	4695	4686	4717	4722	4431	4053	3987	4082	4495.7
Finance & Support Services														
	Ben-Elig Staff	468	473	475	473	479	468	460	461	461	465	466	468	468.1
	Non-Ben Elig Staff	10	10	7	8	10	10	10	11	10	8	8	7	9.1
	Ben-Elig Students	2	2	1	1	1	1	1	1	1	0	0	0	0.9
	Non-Ben Elig Students	147	149	152	151	141	149	147	145	130	135	133	135	142.8
	Total	627	634	635	633	631	628	618	618	602	608	607	610	620.9
Student Affairs														
	Ben-Elig Staff	396	403	403	407	400	398	395	390	390	383	391	402	396.5
	Non-Ben Elig Staff	68	66	70	68	76	77	75	75	73	86	77	72	73.6
	Ben-Elig Students	35	35	35	35	36	37	37	36	32	25	22	23	32.3
	Non-Ben Elig Students	722	741	746	751	664	742	746	746	711	399	394	642	667.0
	Total	1221	1245	1254	1261	1176	1254	1253	1247	1206	893	884	1139	1169.4
University Advancement														
	Ben-Elig Staff	37	37	36	36	34	33	33	34	34	36	36	36	35.2
	Non-Ben Elig Staff	0	0	1	1	1	1	1	2	2	3	2	1	1.3
	Ben-Elig Students	3	3	3	3	3	3	3	3	0	0	0	0	2.0
	Non-Ben Elig Students	28	31	32	32	32	16	16	23	12	11	7	8	20.7
	Total	68	71	72	72	70	53	53	62	48	50	45	45	59.1
Athletics														
	Ben-Elig Staff	86	86	86	86	85	87	87	85	84	82	86	85	85.4
	Non-Ben Elig Staff	5	6	6	6	6	6	7	7	7	6	6	6	6.2
	Ben-Elig Students	9	9	9	9	9	9	9	10	10	4	4	3	7.8
	Non-Ben Elig Students	72	77	99	99	101	105	107	100	100	83	79	52	89.5
	Total	172	178	200	200	201	207	210	202	201	175	175	146	188.9

McBride, John E

From: McBride, John E
Sent: Monday, October 29, 2012 11:40 AM
To: Brandenburg, Bobbie J; Coyle, Tammy L; Deana Townsend; Duggins, Teresa A; Gonzalez, Lisa S; 'Heather Phillips'; 'Julie Eriksen'; 'Kathryn Bonner'; Keilers, Cynthia V; Leamons, Mark; Lund, Jeffrey N; 'LynnAnn Brewer'; McBride, John E; Moritz, Michelle; Olivo, Rosie; Selvera, Selma P; Steed, Heather H; Trevino, Rose C; Weaver, Roxana E
Subject: FW: FY2012 FSS Accomplishment Report
Attachments: FY2012FSS-AccomplishmentReport.docx

FYI...

Here is a copy of our FY 12 Accomplishments which we discussed in our US staff meeting last week.

A pretty impressive listing. Thanks to you all for helping our office achieve these accomplishments.

John

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1

FINANCE AND SUPPORT SERVICES DIVISION
FY 2012 - Accomplishments Report

The Finance and Support Services Division at Texas State University-San Marcos is comprised of the offices of Auxiliary Services; Budget; Environmental Health, Safety & Risk Management; Facilities; Financial Services; FSS Planning, Space Management & Real Estate; Human Resources; Treasurer; and the Vice President for Finance and Support Services.

Finance and Support Services adopted the University goals and intended outcomes as the Division 2011-2012 Strategic Plan. In order to accomplish the goals, FSS is committed to the following:

•Enhance customer service and improve the effectiveness and efficiency of University operations.

•Ensure efficient use of University resources, monitor the University's fiscal health, safeguard the University's assets, and comply with regulatory authorities.

•Ensure the physical facilities, grounds, and infrastructure enhance the experiences of learning, research, living, working and visiting Texas State.

•Demonstrate a commitment to environmental, social and economic sustainability in the areas of energy and resource management, purchasing, waste reduction and recycling, health and safety, and buildings and grounds.

•Recruit, develop, and retain an outstanding, diverse, and engaged workforce that are skilled, student oriented, innovative, and recognized for their commitment to excellence.

NOTE: Goal Statements are in **BLUE**, University Intended Outcomes are in **GREEN**, the Intended Outcomes in **RED** were removed from the University Plan but are included in this document for the purpose of reporting our accomplishments since most of our accomplishments fall under these Intended Outcomes. If an accomplishment did not apply to one of the Intended Outcomes it was inserted immediately following the goal statement.

GOALS, INTENDED OUTCOMES, STRATEGIES

Goal 1: Promote academic quality by building a distinguished faculty, developing the university culture of research, and managing enrollment.

•INCREASE AVERAGE FULL-TIME FACULTY SALARIES AT ALL RANKS.

•INCREASE SIZE OF FULL-TIME FACULTY

•ATTRACT AND RETAIN HIGHLY COMPETENT FACULTY BY PROVIDING ANNUAL MERIT INCREASES BASED ON PERFORMANCE.

•INCREASE UNIVERSITY INFRASTRUCTURE TO SUPPORT SCHOLARLY AND CREATIVE ACTIVITY.

Human Resources (HR) collaborated with the Office of the Associate Vice President for Research and Federal Relations to support the University's commitment and drive to enhance its status as a research institution by: providing education, guidance, policy, and procedures that efficiently and effectively support research activities in meeting Human Resources requirements established by federal and state law, the Texas State University Board of Regents, and the Texas State University administration. (Human Resources)

HR launched a dedicated website on the HR homepage in May 2012 designed to address specific research and grant-funded HR policies and practices. (Human Resources)

Late in FY 2012 HR began presenting quarterly at the Proposal Writing for Research Administrators (Pre-Award) workshop. HR now has the opportunity for collaboration with PI's at both Pre-Award and Post Award stages of the grant proposal process. (Human Resources)

HR was invited by the Office of Sponsored Programs (OSP) to be a regular contributor to its new OSP Newsletter as an additional way to provide important relevant HR information to the grant and research community. The initial issue was released in September 2011 and featured an HR article on the major relevant requirements of the Fair Labor Standards Act (FLSA). HR has provided 1-3 articles for each issue of the newsletter. (Human Resources)

The Assistant Real Estate Director coordinated activities related to construction of STAR One (previously known as the Center of the Research and Commercialization) with the offices of Facilities Planning, Design and Construction and Research and Federal Relations to allow building occupancy October 15, 2012. (FSS Planning, Space Management and Real Estate; Facilities)

The Office of Planning, Space Management and Real Estate purchased AiM Space Management and AiMCAD software from AssetWorks Inc. The new software includes a space survey component that is specifically designed to capture building and room data that is needed to complete the Facilities and Administrative Cost Recovery "long form" (as described in OMB A-21 Circular). Implementation begins October 15, 2012. (FSS Planning, Space Management and Real Estate)

The Texas State Research Foundation received its first two grants in the spring of 2012. An accounting system was established and utilized to record the financial activity for the receipt of these grants. The university Treasurer continues to work to establish the banking operations for the Research Foundation. (Financial Services - General Accounting)

•INTRODUCE AND MAINTAIN PROGRAMS THAT ARE NATIONALLY AND INTERNATIONALLY COMPETITIVE.

•STRENGTHEN RESEARCH EFFORTS THROUGH ACHIEVING INCREASES IN GRANT EXPENDITURES.

PROVIDE REASONABLE START-UP COSTS IN ORDER TO ATTRACT HIGHLY COMPETENT FACULTY AND TO PROVIDE THE ESSENTIAL EQUIPMENT TO CONDUCT RESEARCH AND ATTRACT EXTERNAL GRANTS.

•FINALIZE THE INFRASTRUCTURE AND BEGIN IMPLEMENTATION OF THE CAPITAL CAMPAIGN, INVOLVING ALUMNI IN STRATEGIC AREAS.

Goal 2: Expand access to public university education and contribute to the economic and cultural development of Texas.

•MOVE FORWARD ON THE CLOSING THE GAPS GOALS OF PARTICIPATION, SUCCESS, EXCELLENCE, AND RESEARCH.

•ENHANCE RESEARCH EFFORTS TO ADDRESS CRITICAL STATE NEEDS.

•DEVELOP NEW ACADEMIC PROGRAMS THAT ARE PARTICULARLY NEEDED FOR THE ECONOMIC AND CULTURAL DEVELOPMENT OF TEXAS.

•INCREASE UNIVERSITY AND DEPARTMENTAL SCHOLARSHIP OPPORTUNITIES IN AN EFFORT TO IMPROVE RECRUITMENT AND RETENTION OF QUALIFIED STUDENTS.

Goal 3: Provide a premier student-centered, educational experience that fosters retention and success and is built on academic programs with clearly defined learning outcomes and a rigorous level of academic challenge.

•INCREASE STUDENT RETENTION THROUGH:

- **EXPANDED STUDENT RETENTION PROGRAMS WITH COLLABORATION AMONG THE GRADUATE COLLEGE, UNIVERSITY COLLEGE, ACADEMIC DEPARTMENTS, AND STUDENT AFFAIRS.**

- **DEPARTMENTAL AND CAMPUS-WIDE STUDENT ENGAGEMENT INITIATIVES**

  Promote student engagement by

  a collaborating with faculty to secure class projects to address HR issues and assist students in research assignments,

  b hiring 6 non-paid interns to perform class and non-class credit work in HR

  c granting class credit interviews

  d having HR staff serve as mentors

  e having HR staff teach University Seminar and serve as class guest lecturers, and

  f hiring 8 work study and 3 regular wage student workers. (Human Resources)

  The General Accounting Office, In collaboration with the McCoy College of Business Department of Accounting, selected and hired the first Financial Services Student Co-op position to provide a linkage between Financial Services and the instructional mission of the university. (Financial Services - General Accounting)

- **INCREASED COLLABORATIVE PROGRAMS WITH APPROPRIATE ACADEMIC AND STUDENT AFFAIRS DEPARTMENTS TO EDUCATE AND RESPOND TO STUDENTS WITH FINANCIAL, PHYSICAL AND MENTAL HEALTH CONCERNS.**

•IMPROVE ADVISING BY INCREASING THE NUMBER OF ADVISORS AND THE QUALITY OF THEIR SERVICE.

DEVELOP AN HONORS COLLEGE TO BETTER ATTRACT AND ENGAGE HIGH ACHIEVING STUDENTS

RECOGNIZE AND SUPPORT INTERCOLLEGIATE ATHLETICS AND THE ARTS AS VEHICLES TO PROMOTE A WELL-ROUNDED COLLEGIATE EXPERIENCE FOR ALL STUDENTS

The Assistant Real Estate Director completed the acquisition of one tract on Thorpe Lane in support of the Master Plan for satellite parking for athletic events. (FSS Planning, Space Management and Real Estate)

•REFINE STUDENT LEARNING OUTCOMES AND APPROPRIATE ASSESSMENT MEASURES WITHIN EACH ACADEMIC PROGRAM TO ENSURE PROGRAM IMPROVEMENT AND PROVIDE EVIDENCE OF STUDENT SUCCESS.

•DEVELOP AND IMPLEMENT ADMINISTRATIVE AND EDUCATIONAL SUPPORT OUTCOMES AND APPROPRIATE ASSESSMENT MEASURES WITHIN IDENTIFIED DEPARTMENTS TO ENSURE IMPROVEMENT AND PROVIDE EVIDENCE OF SUCCESS.

All units in the FSS Division completed data entry of their outcomes, results, and action plans. Included are appropriate assessment measures to ensure improvement and provide evidence of success.

Conducted periodic customer surveys to obtain feedback in areas such as quality of service, customer satisfaction, and timeliness of the provision of services. (Facilities)

Conducted routine inspections especially in areas deemed priority e.g., high traffic areas, restrooms, classrooms, etc. to ensure cleanliness and hygienic standards are being met. (Facilities - Custodial Operations)

Implemented web based customer feedback system. (Facilities - Facilities Management)

Implemented new communications technologies to enhance customer contact and improve shop productivity. (Facilities - Facilities Management)

•REVISE THE ACADEMIC AND ADMINISTRATIVE PROGRAM REVIEW PROCESSES TO FACILITATE PROGRAM IMPROVEMENT IN SUPPORT OF THE UNIVERSITY MISSION.

•INCREASE ALUMNI INVOLVEMENT THROUGH MENTORING INITIATIVES AND CAREER SERVICE AND GUEST LECTURER OPPORTUNITIES.

•BROADEN EFFORTS TO FACILITATE SUCCESSFUL TRANSITION OF STUDENTS TO THE WORKPLACE AND GRADUATE/PROFESSIONAL EDUCATION.

•IMPLEMENT FACULTY AND STUDENT INFORMATION LITERACY INITIATIVES THAT SUPPORT ACHIEVEMENT OF STUDENT LEARNING OUTCOMES.

Goal 4: Expand educational opportunities, emphasizing doctoral program development, applied scientific and technical programs, and other programs that address critical state needs.

EXPLORE THE FEASIBILITY OF OFFERING DOCTORAL DEGREES IN A NUMBER OF PROGRAMS AND SEEK PRELIMINARY AUTHORITY FOR THOSE DOCTORAL PROPOSALS THAT CAN: (1) ESTABLISH DEMAND FOR THE PROGRAM, (2) DEMONSTRATE CAPACITY TO OFFER A PROGRAM WITH HIGH QUALITY, AND (3) DETAIL HOW THE PROGRAM CAN BE COST EFFECTIVE.

•EXPAND ACCESS TO DISTANCE EDUCATION THROUGH REVIEWING DISTANCE-LEARNING OPPORTUNITIES IN THE CONTEXT OF A VIABLE FISCAL PLAN.

Goal 5: Enrich our learning and working environment by attracting and supporting a more diverse faculty, staff, and student body.

•BUILD A MORE DIVERSE FACULTY AND STAFF.

All units in the Division of Finance and Support Services utilized objective, fact based criteria to hire and promote the best qualified individuals for each position, ever vigilant of protected classes.

HR developed initiatives to identify the best recruiting sources for staff diversity applicants by evaluating the ability of all the recruiting sources used to generate diversity applicants. (Human Resources)

HR posted 11 positions in 9 diversity recruiting sources as shown below through its JobElephant recruiting vendor. Records indicate 37 individuals actually went to the vacancy notices (see click through column).

Publication	Total Advertisement	Page Views	Click Through
Blacksinhighered.com	2	61	2
Hireahero.com	1	7	3
HireVeterans.com	1	43	6
Hispanic Association of College and Universities Website	2	45	16

Job Opportunities for Disabled American Veterans Website	1	3	2
Militaryvetjobs.com	1	13	5
National Association of Black Journalist	1	7	2
National Association of Hispanic Journalist	1	0	1
Texas Association of Black Personnel in Higher Education	1	3	0

In general, it was found that print media job advertising is very expensive and not very productive. Electronic media was much more successful with Monster.com being a leading source. Continue to advertise on Monster.com in response to the great success experienced in advertising through this outlet. In FY2012, 30% of the advertising activity is generated from Monster.com and 17% from Austin Craigslist. In magnitude, these are the most productive advertising outlets in terms of site activity. (Human Resources)

Facilitated decision making on diversity recruiting initiatives by providing President's Cabinet and other senior management with the monthly HR Diversity Tracking Report which shows by university, division, and department the number of positions posted, the number of applicants by EEO category for each position, and the EEO category of the individuals selected to fill the position. (Human Resources)

The HR Diversity Tracking Report continues to be generated and provided to President's Cabinet and the Chief Diversity Officer and Director, Equity and Access on a monthly basis. It is also posted monthly to the HR Profile. (Human Resources)

INCREASE INTENSITY AND SCOPE OF RECRUITMENT AND RETENTION PROGRAMS THAT HAVE A SPECIAL FOCUS ON MINORITY STUDENTS

EXPAND EFFORTS TO PROMOTE DIVERSITY AND INCLUSION AMONG FACULTY, STAFF AND STUDENTS

The Finance and Support Services Diversity Committee sponsored three FSS diversity films. From 2011 to 2012, the total attendance has increased by 22 percent with an average of 82 participants for 2012. The evaluations reflected an overall high approval rating of the diversity films. Additionally, FSS attendees have shown an increase in the amount and openness of

comments. This opportunity for self-expression and feedback is no doubt having a positive effect on the FSS work environment. Efforts will be continued to ensure more participation from the FSS management level. (VPFSS Office)

The FSS Diversity Committee held two "Response Ability" workshops presented by Mike Dilbeck for 70 FSS employees and 29 of the Extended Business Services Council. The presentation aimed to empower people to overcome passive by stander behavior and stressed the importance of speaking up and acting based on your values which can have a positive impact on our campus community. Both workshops received an overall average score of 97.75 and 96 for effectiveness and expectations. Attendance has increased by 27 percent over the last year. (VPFSS Office)

The FSS Diversity committee and the Equity and Access Office purchased the "Drop by Drop" video. The training video help raise the importance of maintaining a respectful workplace and demonstrates how small slights, subtle discriminations and tiny injustices, little negative gestures called "micro-inequities," occur in organization's every day. They also have the potential to become big problems in the workplace by undermining morale and reducing productivity. Eighty-four percent or 400 of FSS staff received the training. The video has also been shown to 150 Paws Previews students and eight LBJ Custodial staff. (VPFSS Office)

The FSS diversity survey was conducted January 2012 and had a 27 percent response rate with 126 FSS employees. The overall results showed an overall improvement in all three categories: Administration Support of Diversity, Employees' Perceptions of Their Diversity Awareness, and FSS Culture of Diversity. Seventy-one percent of FSS employees, an increase of nine percent, agree that the FSS division provides opportunities for everyone to develop and grow. 93% of FSS staff are comfortable working with employees who are different. (VPFSS Office)

Two FSS Diversity Committee members were recognized for their diversity efforts. Charlie Salas was nominated and awarded the Staff Council Angelika Wahl Diversity Award. Joe Piazza was nominated and awarded the Texas State Staff Diversity Award. (VPFSS Office)

SEEK HISTORICALLY UNDERUTILIZED BUSINESS SUPPLIERS.

Used HUBS when they are deemed Best Value for any Auxiliary Services Departments. (Auxiliary Services)

Developed and implemented a training curriculum for HUB vendors on how to respond to Texas State solicitations in an effort to increase their competitive edge. (Facilities Management, Contract and HUB Compliance, Purchasing)

Texas State hosted the Construction and Professional Services HUB forum where we showcased 32 exhibitors. Educational seminars were held for 117 business representative. (Purchasing, Contract and HUB Compliance, Facilities Management)

Automated data capture and compiliation of purchase order and payment data for inclusion in HUB supplemental and expenditure reporting. (Contract and HUB Compliance)

Goal 6: Develop and manage human, financial, physical, and technological resources effectively, efficiently, and ethically to support the university's mission.

Budget Office revised over-expenditure notifications, shortening overall cycle time while ensuring adequate time for 4th level (deans/directors). (Budget Office)

Budget Office revised processing of administration overhead, fixing the posting program to exclude parked (unposted) documents. The program now includes funded programs in the calculation. (Budget Office)

The Associate Vice President for Finance and Support Services Planning hired a new Director of Transportation Services who reported to duty February 20, 2012. The Director began meeting with Parking Services and Bus Services staff. An Administrative Assistant was hired to support the Director. On July 1, Bus Services began reporting to the Director. Officially, Parking Services did not report to the Director until September 1; however, the Director began working directly with the unit in July to ensure successful parking and transportation for home football games. The Department of Transportation Services is under the direction of the Associate Vice President for Finance and Support Services Planning. (FSS Planning, Space Management and Real Estate)

Administer and support the continued funding for the faculty, staff, and benefits eligible graduate student Employee Assistance and Work Life programs beyond the initial two year funding period initiated in 2010. The addition of these programs has made Texas State a competitive top tier institution nationally and in Texas for the EAP and Work Life benefits which in turn enhances our recruitment of faculty, staff, and benefits eligible graduate students. (Human Resources)

Continued to monitor and communicate the benefits of Bobcat Balance (Employee Assistance and Work Life programs launched March 1, 2010) and encourage utilization through demonstrating the programs at departmental meetings, HR Bulletin articles, the annual HR management staff liaison visits to college and division councils, and the Support Staff Resources Fairs. The utilization rate for Bobcat Balance is about 4% which is the national average for such programs. (Human Resources)

HR received notice in April 2011 that our current vendor (UT Advantage) was discontinuing operations at the end of our contract year. However, HR successfully negotiated and executed an agreement effective 9/1/2011 with another provider (University of Texas Employee Assistance Program - UT-EAP) to continue and expand the services of our current program at a cost reduction of about $14,000 per year for a 2 year period. UT-Advantage was headquartered at the UTHSC in San Antonio and UT-EAP is headquartered at UTHSC in Houston. The changeover put us in a group of 80,000 (30,000 higher ed employees) as compared to our UT-Advantage group of 17,000 and was fairly seamless for our faculty and staff. (Human Resources)

Secured a $70K grant from the Department of State Health Services to implement a Mother-Friendly Worksite Policy to comply with new federal law effective March 2010. The Statement of Work was approved effective 6/1/2011. Components of the policy include renovating private, non-bathroom space for expressing breast milk, providing flexible break time, education and support for nursing mothers. (Human Resources)

During FY 2012 completed renovations and rolled out 7 renovated nursing rooms, developed a new Mother-Friendly Worksite UPPS, and began providing a storage tote and educational information to new mothers throughout the year. All grant expenses were paid and the grant was closed. This strategy is complete. (Human Resources and Facilities)

Human Resources has been working with the Round Rock Higher Education Center leadership regarding the provision of HR services to the Round Rock Campus. The RRHEC leadership would like to see a full-time HR presence on the campus. However, funding limitations and level of demand for services do not support such a presence at this time. HR staff made 3 visits to the RRHEC campus in 2012. (Human Resources)

The work of the Administrative Support Services Committee has brought nationwide attention to Texas State. It was (1) selected for presentation to the Texas Higher Education Human Resources Association (THEHRA) Winter 2011 meeting; (2) selected as an alternate presentation for the national 2012 College and University Professional Association-Human Resources (CUPA-HR); and (3) featured (with complimentary remarks) in a Custom Research Brief of leading universities "Improving Collaboration Between Business Office Staff and Departmental Staff" prepared at the request of Boise State University to the University Business Roundtable of the Education Advisory Board (of which Texas State is a member) headquartered in Wahington D.C. The Administrative Support Services Committee continues to meet on a monthly basis. (Human Resources)

Human Resources developed a plan for sponsoring ongoing lunch and learn style workshops with support from our active 403b vendors and Professional Development. For these workshops the preparation is educational and not a sales pitch and the vendor provides lunch for the attendees. HR coordinated 3 of these workshops plus the annual financial planning fair during 2012. (Human Resources)

Worked with the Athletic Department and Facilities to locate a University Bookstore off-campus location as part of the North Stadium Expansion project. The Fan Shop and Visitors Center opened on September 7th for the dedication ceremony. (Auxiliary Services - University Bookstore)

Environmental Health, Risk Management and Safety introduced an on-line business continuity template so each University department could develop an individualized business continuity plan. (EHRSM)

Treasurer reviewed and suggested changes to the TSUS Operating and Endowment Investment Policies to reflect appropriate legislative changes and risk and total return opportunities. (Treasurer)

Treasurer completed RFP and implemented change for Banking - Depository and Custodian Bank. (Treasurer)

Student Business Services streamlined the credit card reconciliation process to allow for more timely and efficient adjustments and reporting. (Treasurer - SBS)

Student Business Services implemented Convenience Fee using PayPath - savings approximately $500,000 this year. (Treasurer - SBS)

Student Business Services began process to disband the Perkins Loan Program. (Treasurer - SBS)

Student Business Services revised the cash blotter procedures to make them more comprehensive and provide a central location for SBS transactions which impact cash to aid in the reconciliation process for both SBS and General Accounting. (Treasurer - SBS)

Treasurer developed system-wide Quarterly Investment Report with consultant and TSUS office. (Treasurer)

Treasurer evaluated the effect of GDP and faculty/staff waivers on university budget. (Treasurer)

The Purchasing Office negotiated a Custodial Contract for the University. Approximate savings are $454,000.00 over five years. This amount is growing as we add space. In August, we added the Round Rock Campus. (Financial Services - Purchasing)

The Purchasing Office negotiated a University contract with Broussard Logistic to help save the University money in both domestic and international shipping. They also help the University to negotiate through Customs and Homeland security. (Financial Services - Purchasing)

The Purchasing Office worked with Human Resources to create a RFP (Request for Proposal) for temporary services. Three vendors were chosen and will be loaded into BOBCATalog. This gives the University negotiated rates and it gives Human Resources the ability to receive reports indicating the type of service we are requesting and the rate. (Finance Services - Purchasing, Human Resources)

Purchasing added Sherwin Williams and Anixter to BOBCATalog. (Financial Services - Purchasing)

The Purchasing Office worked with the Systems Office to approve a payment card program with American Express. This agreement is in conjunction with E&I (Educational and Institutional Cooperative Purchasing) which will enable the University to earn rebates which will help to offset the cost of technology. Our goal is 20 million dollars in spend, which will yield approximately $305,000.00. (Financial Services - Purchasing)

The General Accounting Office completed design of and implemented the Enterprise Holdings customized Online Reservation System for direct billing of rental vehicles. (Financial Services - General Accounting)

Memorandums of Understanding, related to receiving freight directly at certain off and on campus locations, have been signed and employees of these locations have been trained by the Director of Materials Management on the correct receiving and reporting of their freight directly shipped to their sites. (Financial Services - Materials Management)

HR Bulletin Articles were written and appeared in the monthly bulletin during the months of October 2011 - January 2012 regarding the electronic W-2 program. Additionally, several campus emails were sent reminding employees to enroll in the electronic delivery of 2011 W-2 forms. Overall participation in electronic delivery increased 3.3% from CY2010 for a total of 1,394 participants. (Financial Services - Payroll and Tax Compliance)

The FI Master Data Center used the Educational Advisory Board – Spend Management tool to identify opportunities in pricing and vendor consolidation and created reports facilitate the decision process (Financial Services - FI MDC)

Programming was completed in January 2012 for submitting Child Support Garnishments to the State utilizing Expert Pay, a third party provider. (Financial Services - Payroll and Tax Compliance)

Programming was completed in January 2012 for production of the 2011 Misc-1099 forms. The balance of this charter was cancelled due to the repeal of the 3% Withholding Requirement for all Vendors. (Financial Services - Payroll and Tax Compliance)

Programming was completed in May 2012 for submitting Years of Service data to TRS on a monthly basis. (Financial Services - Payroll and Tax Compliance)

Developed a new version of the vendor maintenance form to comply with International ACH Transactions (IAT) and Office of Foreign Assets Control (OFAC) NACHA rules update. (Financial Services - FI MDC)

Buildings constructed at a cost of over one million dollars are componetized using the percentages and years of depreciation recommended by the State Comptroller. (Financial Services - Materials Management)

Since April of 2012 the University had gross proceeds from on-line auctions totaling $67,392.79. (Financial Services - Materials Management)

Enhanced the comprehensive preventive maintenance program for the thermal plants and the utilities infrastructure. (Facilities - Utilities Operations)

Facilities negotiated and implemented a $420,000 AiM CMMS contract, trained over 150 facilities personnel on the use of the AiM system, successfully shut down the FacilitiesFocus system and startup of the AiM system, worked with staff from across the University to develop SAP interface protocol, and trained over 135 administrative personnel from across the University on the AiM system work request module. (Facilities)

Expanded the use of IDIQ contracts to allow us to better support our customers and increase the emphasis on preventive maintenance (Facilities - Facilities Management)

Enhanced monitoring of service contracts to improve quality of service and ensure the University is getting best value. Held formal meetings with vendors at the start of contracts to make clear our expectations. Performed quarterly, or semi-annual performance evaluations of service contracts. (Facilities - Facilities Management & FPDC)

Incorporated the US Green Building Council Guidelines and LEED criteria as a permanent part of the FPDC Construction and Design Standards. (Facilities - Facilities Planning, Design & Construction) .

108 customer feedback hang tags were distributed by Custodial Operations as compared to 105 in FY 11. There was 97% satisfaction with the work of Custodial Operations. (Custodial Services)

Custodial Services conducted routine inspections especially in areas deemed priority (e.g., high traffic areas, restrooms, classrooms, etc.) to determine that cleanliness and hygienic standards are being met. The day shift received 92% satisfaction, the evening shift received 88% satisfaction and the night shift received 86% satisfaction. APPA levels are 2, 3 and 3 respectively. (Facilities Custodial Services)

Custodial Services conducted interviews internally to review the quality of customer services and seek improvements in areas such as customer coordination and timeliness. A total of 218 customer meetings were scheduled and held by Crew Supervisors and Head Custodians for planning, coordination and overall service satisfaction discussions. A total of 262 work requests were completed. The average response time was 2.30 hours. (Facilities - Custodial Services)

Custodial Services completed the first full cycle PM and RFID inventory for 100% vacuums department-wide resulting in retiring approximately 30% of the current vacuum inventory. The acquisition of new machines has resulted in:

- reduction in sound decibels
- reduction in total weight of machine
- mandatory HEPA filtration
- improved ergonomics for staff
- ease of repair

68% of the departmental inventory has been electronically tagged and inventoried via the RFID system. 8 new Adfinity Orbital auto scrubbers, which have proved to save 50% of labor and time as well as using less water and absolutely no chemicals to strip a floor., were purchased. (Facilities - Custodial Services)

Facilities Management received and processed over 19,000 work requests, accounting for over 120,000 labor hours for Facilities Maintenance shops. Structures Shops completed over 1780 work requests. The HVAC Shop completed over 5100 work requests, including over 2000 preventive maintenance work requests. The Electric Shop completed over 2950 work requests, including over 1560 preventive maintenance work requests. The Plumbing Shop completed over 1,850 work requests, including 30 preventive maintenance work requests. Night Maintenance completed over 1280 work requests. and the Garage completed over 900 work requests, including over 600 preventive maintenance work requests. (Facilities - Facilities Management)

Collected, processed and recycled 116.35 tons of mixed paper, 52.99 tons OCC and 12.85 tons single stream in calendar year 2012 thus far. (Facilities - Grounds)

Discontinued our in-house composting operation that had been existence for 20 years in favor of lower overall cost purchase of materials; vegetative materials still do not ever go into dumpsters but are collected separately to be sent to TDS to compost or mulch . (Facilities - Grounds)

Facilities Vehicle Fleet Administration managed a 257 vehicle fleet and managed 6 State Gas card accounts with over $463,000 in bills for FY12. They also handled two gas card change outs for the 328 gas card at the University and set up files with new Gas Card Contractor. They managed upload of 1700 driver records, 257 vehicle cards, and 69 miscellaneous cards and processed over 5700 gas card transactions and IDT departments across campus for over 2750 gas card transactions valued at over $160,000. They managed annual departmental driver recertifications for 1700 drivers of University fleet vehicles, conducted annual birthday DPS driver record checks 1700 drivers, issued over 600 preventive maintenance work orders for fleet vehicles, and took over management and acquisition of vehicle titles from AVP Financial Services Office. (Facilities)

Facilities Construction Contract Administrators managed development, award and completion of 78 renovation and repair contracts valued at over $2 million small contracts. (Facilities)

Seven Capital Projects (Star Park, DHRL Admin, North Campus Housing Complex, Undergraduate Academic Center, Lampasas Renovations, Commons Dining, and North End Zone Complex) reached Substantial Completion in FY2012. The gross square feet exceeded

800,000 gsf. The cost for these six projects reached $152,000,000. (Facilities - Facilities Planning, Design & Construction Accomplishments)

The Strutters' Gallery, Fan Shop and Visitors Center, Mark and Linda Smith Ticket Office, and the Athletic Track Suite all reached Substantial Completion as part of the Bobcat Stadium North Side Complex. (Facilities - Facilities Planning, Design & Construction Accomplishments)

The total number of Capital Projects underway in FY12 were as follows: Facilities - Facilities Planning, Design & Construction Accomplishments):

- Planning & Programming – 11 ($322,986,825)
- Design & Construction Documents Phase – 4 ($83,306,888)
- Construction Phase – 13 ($309,917,296)

The restoration work at Spring Lake and Peninsula included the raising and removal of both submarines and the removal of the Needle Tower in 2012. (Facilities - Facilities Planning, Design & Construction Accomplishments)

The FPDC Special Projects Team completed 205 projects in FY-12. This represents an increase of projects from FY-11. (Facilities - Facilities Planning, Design & Construction Accomplishments)

The FPDC Special Projects Team refined its on-going Job Order Contracting program with five new JOC contracts under contract in FY'12. (Facilities - Facilities Planning, Design & Construction Accomplishments)

The Special Projects Team completed ten (10) "fast-track" projects within two months or less from request to completion during FY-12. (Facilities - Facilities Planning, Design & Construction Accomplishments)

The Special Projects Team successfully managed multiple projects using five (5) outside contracts as a means to streamline the continuing efforts in serving university's "customer expectations / contract management / and customer satisfaction." This is an example of the on-going effort by FPDC Special Projects team to reduce costs, obtain the "best possible" product for the customer, and help maintain the University's resources. (Facilities - Facilities Planning, Design & Construction Accomplishments)

ATTRACT AND RETAIN HIGHLY COMPETENT STAFF BY PROVIDING ANNUAL MERIT INCREASES BASED ON PERFORMANCE

Staff in the Division of Finance and Support Services were awarded merit increases based on performance in FY 12.

ADJUST STAFF LEVELS AND SALARIES TO ACCOMPLISH UNIVERSITY GOALS

Human Resources initiated its annual salary survey process to include review of market allocation and pay plan relationships in February 2012. The process and final report, including

divisional vice presidential review and recommendations, was completed and submitted to the VPFSS on June 1. The report included a (1) an overview of all fund costs by market, (2) overview of method fund costs by market, (3) pay plan relationships for the local and university market, (4) market index summary, (5) local market analysis, (6) university market analysis, (7) no-cost reallocation plan to raise minimum pay plan rates, and (8) CPI-U data including cost of CPI-U increase of pay plan minimums. President's Cabinet asked HR to provide an updated report for the no-cost reallocation option following the implementation of the 2% merit increase pool in September 2012. (Human Resources)

Adjusted shifts and staffing levels to provide staff with better opportunities to service their assigned areas and continue to maintain customer satisfaction. (Facilities)

Reviewed job assignments and assessed needs within the department to identify opportunities to reclassify and/or flatten the organization to better meet the needs of the university. (Facilities)

Custodial Operations coordinated with faculty and staff to prioritize building spaces to attain APPA level cleaning standards 2, 3 or 4. (Facilities - Custodial Operations)

Utilities Operations completed the implementation of reorganization with clearly defined responsibilities and training to provide competent and effective staff. (Facilities - Utilities Operations)

Evaluated and reorganized SBS staff responsibilities to realign positions more appropriately and provide the most efficient use of resources following the implementation of the new student system. (Treasurer - Student Business Services)

EXPAND AND SUPPORT PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOR FACULTY AND STAFF.

Facilities conducted monthly training and safety programs; and achieved a near perfect record accounting for CEUs, Certifications, and Licenses for the departments. (Facilities)

Developed and implemented individual plans of action for working towards personal and professional goals that will enhance employee job performance (Facilities - Grounds)

Continued to provide internal and external training to Procurement staff in order to keep them abreast of changes in policies, statues, and procedures. (Facilities - Facilities Management)

Procurement Specialists achieved CTPM level certification and CTCM certifications in Contract Management for majority of Procurement staff. (Facilities - Facilities Management)

Provided managers and supervisor with leadership, communications and customer service training. (Facilities)

Team Lead and Systems Analyst for FI Master Data Center completed the College Business Management Institute training (CBMI), a 3 year training program. (Financial Services - FI MDC).

Financial Services inventoried and assessed Financial Services training programs for the campus community. Financial Services proposed, developed, and implemented additional training programs to support the utilization of all Financial Services processes and systems. (Financial Services)

FI MDC created Financial Services Desktop Security Procedures

FI MDC co-presented a Contracted Services workshop offered thru Professional Development

FI MDC provided 2 FI Master Data training sessions thru Professional Development

•ENHANCE AND EXPAND CAMPUS INFORMATION TECHNOLOGY SECURITY ACTIVITIES.

•CONTINUE SUPPORT FOR STRUCTURED, STANDARDS-DRIVEN WEB COURSE DEVELOPMENT AND PROGRAMS THAT ENABLE FACULTY TO APPROPRIATELY INTEGRATE TECHNOLOGY INTO THE TEACHING-LEARNING PROCESS

•REDUCE DEFERRED MAINTENANCE IN EXISTING FACILITIES.

Utilities Operations focused resources on preventive maintenance to extend the life of components, improve the reliability of the utilities services components and distribution infrastructure and improve customer satisfaction. (Facilities - Utilities Operations)

Utilities Operations continued the systematic replacement program of deficient underground steam and condensate piping and complete planned utility infrastructure studies. (Facilities - Utilities Operations)

Utilities Operations improved the condition and reliability of the thermal plants' chillers, boilers, pumps, motor control centers and switches, and established a baseline of statistics for the operational efficiency of these major components. (Facilities - Utilities Operations)

Facilities Management devoted about 18% of manpower and M&O resources to preventive maintenance work in order to extend the life of components, improve the reliability of the infrastructure, and improve customer satisfaction. (Facilities - Facilities Management)

Facilities Management overhauled its preventive maintenance programs, improved tracking of repeat service calls in the same area to identify and resolve chronic problems, and developed meaningful metrics for shop performance. (Facilities - Facilities Management)

Facilities Management developed and implemented a procurement strategy that is in full compliance with all legal and regulatory procurement requirements and provided end users with materials and services on a timely basis. (Facilities - Facilities Management)

Expanded building inspection program to better understand our deferred maintenance and capital renewal needs. (Facilities Management)

IMPLEMENT NEW PROCESSES OUTLINED IN SACS PRINCIPLES OF ACCREDITATION TO ENSURE COMPLIANCE WITH STANDARDS, WHILE CONTINUOUSLY IMPROVING OVERALL EDUCATIONAL QUALITY

ESTABLISH A COORDINATED ASSESSMENT PROCESS THAT ASSISTS UNIVERSITY STAKEHOLDERS IN MULTIPLE ASSESSMENT ACTIVITIES,

INCLUDING STRATEGIC PLANNING, STUDENT LEARNING AND SUCCESS, AND PROGRAM EXCELLENCE

EFFECTIVELY UTILIZE ALUMNI TO INFLUENCE AND GENERATE HUMAN AND FINANCIAL CAPITAL OPPORTUNITIES

ASSESS THE NEEDS AND OPPORTUNITIES TO REFINE ALKEK LIBRARY UTILIZATION TO IMPROVE SUPPORT FOR THE ACHIEVEMENT OF FACULTY AND STUDENT INSTRUCTIONAL AND RESEARCH OUTCOMES

ENSURE REGULATORY COMPLIANCE, ENVIRONMENTALLY RESPONSIBLE PRACTICES AND THE EFFICIENT USE OF ENERGY AND WATER RESOURCES

Established the university goal to reduce electric consumption by at least 5 percent each state fiscal year for 10 years beginning September 1, 2011 per Texas State SB 898. Developed the plans, methods, measures and reporting that support the electric use reduction goal. (Facilities - Utilities Operations)

Conducted energy audits of 45 buildings, installed utility meters in majority of auxiliary buildings and various academic and research buildings. (Facilities - Utilities Operations)

Incorporated additional responsibilities under Utilities Operations to improve organizational span and control to include: maintenance and operation of campus high voltage distribution system; maintenance of underground chilled water, steam, condensate, and water lines; management, maintenance, operation and modernization of all building and plant DDC and legacy control systems; and led energy management and sustainability initiatives such as dashboards, performance contracts, and campus wide utility metering. (Facilities - Utilities Operations)

Ensured environmentally responsible practices and the efficient use of energy and water resources. (Facilities - Utilities Operations)

Facilities Management expanded the use of Alternate Fuel Vehicles. (Facilities - Facilities Management)

Grounds developed a comprehensive Water Management PPS and established irrigation related best management practices to optimize the use of ground water and surface water and comply with EAA guidelines. (Facilities - Grounds)

EMPLOY ANNUAL BUDGET PLAN TO ADDRESS ALL STRATEGIC PRIORITIES.

Budget plan in place where all requests for new funding must be directly linked with strategic priorities.

Budget Office took the lead in recovering $617,224 in rider appropriations from the State. (Budget Office)

Facilities optimized the use of resources (i.e., time, manpower, budget, physical plant assets, etc.) throughout the organization by developing metrics and comparing with peer institutions and comparable industry benchmarks. (Facilities)

Utilities Operations assessed opportunities of engaging in a public-private venture to co-generate power on campus. Effort is ongoing. (Facilities - Utilities Operations)

IMPLEMENT THE 2006-2015 CAMPUS MASTER PLAN TO ENSURE IT MEETS THE NEEDS OF THE UNIVERSITY

The Associate Vice President for Finance and Support Services Planning facilitated the update of the Campus Master Plan which was approved by the Board of Regents in November 2011. (FSS Planning, Space Management and Real Estate)

The Assistant Real Estate Director facilitated the completion of the Texas State STAR Park Master Plan, a 38 acre tract of land south of campus, with emphasis on development of additional quality research facility space. (FSS Planning, Space Management and Real Estate)

The Assistant Real Estate Director finalized agreements with the City of San Marcos to partner in the STAR One facility development and development of Texas State STAR Park. (FSS Planning, Space Management and Real Estate)

The Assistant Real Estate Director supported Facilities in several utility projects involving the City of San Marcos and CenterPoint Reliant gas company to expand utility infrastructure and capacity to meet university needs. (FSS Planning, Space Management and Real Estate)

The Assistant Real Estate Director completed negotiations with the City of San Marcos and an adjoining land owner to allow reconstruction of a City block of Woods Street by the university to support a new bus stop in front of the Undergraduate Academic Center. (FSS Planning, Space Management and Real Estate)

Facilities implemented environmental and energy sustainability programs through the use of LEED design criteria, green cleaning products, and energy efficient equipment. (Facilities)

Utilities Operations maintained a comprehensive utilities infrastructure master plan and implemented repair projects required to improve the reliability and efficiency of the utilities infrastructure and systems. (Facilities - Utilities Operations)

Incorporated Texas State H.B. No. 3391 regarding rainwater harvesting into campus building designs. (Facilities - Facilities Planning Design and Construction)

Conducted a comprehensive facility condition assessment of the buildings and documented deferred and planned maintenance requirements as well as renovation and modernization requirements and energy enhancement opportunities. (Facilities - Facilities Management)

Facilities Planning Design developed a comprehensive schedule of all major projects that improved work load management and achieved projected project milestones. (Facilities - Facilities Planning Design and Construction)

Utilized appropriate site and building design to affect learning outcomes; in essence, the buildings demonstrate leadership in engineering and environmental design. LEED certified buildings typically have interactive 'green screens' (i.e., web-based energy application data) that

will allow students to view the operations efficiency of the building in real time. (Facilities - Facilities Planning, Design and Construction)

With the Dining Contract extended work began on designing a full service restaurant to be located in the LBJ Student Center. This would be a replacement for the University Club but would not be restricted to only faculty and staff. (Auxiliary Services - Dining Services)

Harris Dining Hall and Commons Dining Hall were renovated and the UAC Cafe opened. (Auxiliary Services - Dining Services, Facilities)

CONTINUE SAP POST-IMPLEMENTATION ACTIVITIES FOR THE FINANCE AND HUMAN RESOURCE SYSTEM

Purchasing worked with the competency center to establish new workflow in SAP. This workflow will reduce the amount of entry in Purchasing by 74.20%. This enables the buyers to do analytical work. (Financial Services - Purchasing)

Materials Management fine-tuned, with the assistance of Enterprise Resources, the RFID database to create reports and send back data to SAP to update information on asset master records. (Financial Services - Materials Management)

A charter to develop an automated general accounts receivable system was developed in conjunction with the Office of Sponsored Programs. That charter was prioritized by the Finance Stakeholders group and work began on completion the project specifications. Due to resource limitations, the work on the project has been delayed until the spring of 2013. In the interim, a manual process to utilize the same process is being utilized by General Accounting. (Financial Services - General Accounting)

A survey to evaluate post-implementation feedback for TRAVELTracks from targeted user-groups has been developed and is in the process of being distributed to those users. (Financial Services - General Accounting)

The expansion and exploitation of current and future SAP and other technologies to improve business processes has moved along at a brisk pace as evidenced by the following (Human Resources):

> Postponed the upgrade to PeopleAdmin 7 due to software platform instability. Will continue to monitor the progress of PeopleAdmin 7 program stability, functionality and capacity and gather feedback from other organizations that are in the process of upgrading or have already upgraded.
>
> Completed campus-wide rollout of electronic PCRs.
>
> Enhanced existing data cubes in Business Warehouse for more flexibility. The flexibility and power of these enhancements are currently being demonstrated as the university is pulling data to respond to an Office of Federal Contract Compliance Audit (OFCCP) request received in April 2011.
>
> Currently utilizing Business Warehouse to generate several recurring, ad hoc, and HR Profile reports. New additions include added demographic information and expanded queries for HR staff.

Currently exploring document imaging application recently rolled out with the new Student Information System (SIS). Initial meetings have been held.

Additionally, we prepared and conducted 23 SAP training classes.

The Assistant Real Estate Director completed transition of Real Property records and Lease records to the SAP Flexible Real Estate Management module. (FSS Planning, Space Management and Real Estate)

ENSURE COMPLIANCE WITH STATE FIRE MARSHALL REGULATIONS AND COMPLETE RENOVATION PROJECTS AS OUTLINED IN THE FIRE MARSHALL'S AUDIT REPORT

Renovation of Dining Facilities will ensure those areas meet or exceed the State Fire Marshall Regulations. Harris and Commons Dining Halls were renovated in 2012. (Auxiliary Services - Dining Services)

Enhanced the Safety Compliance asset tracking system. (EHSRM)

EHSRM will continue the identification and bar coding of emergency safety systems. This includes all emergency lights, exits lights, alarm systems, sprinkler systems and fume hoods. (EHRSM)

COMPLETE THE CAMPUS ERP MIGRATION THROUGH THE PROCUREMENT AND IMPLEMENTATION OF A NEW VENDOR SUPPORTED STUDENT INFORMATION SYSTEM

Meal Plans are handled as a result of integrating both Banner and the Housing Information System.(Auxiliary Services - Dining Services)

Student Business Services educated and trained end-users on the TouchNet Marketplace solution. This allows campus departments to develop and maintain their individual E-Commerce applications in the future. (Treasurer - SBS)

Student Business Services modified the write-off policy to include all outstanding auxiliary receivables to provide more accurate reporting of these accounts. (Treasurer - SBS)

Student Business Services implemented Campus Loan Manager so former students may pay outstanding debt online. (Treasurer - SBS)

Student Business Services transitioned to 100% e-billing, which reduced postage dramatically. (Treasurer - SBS)

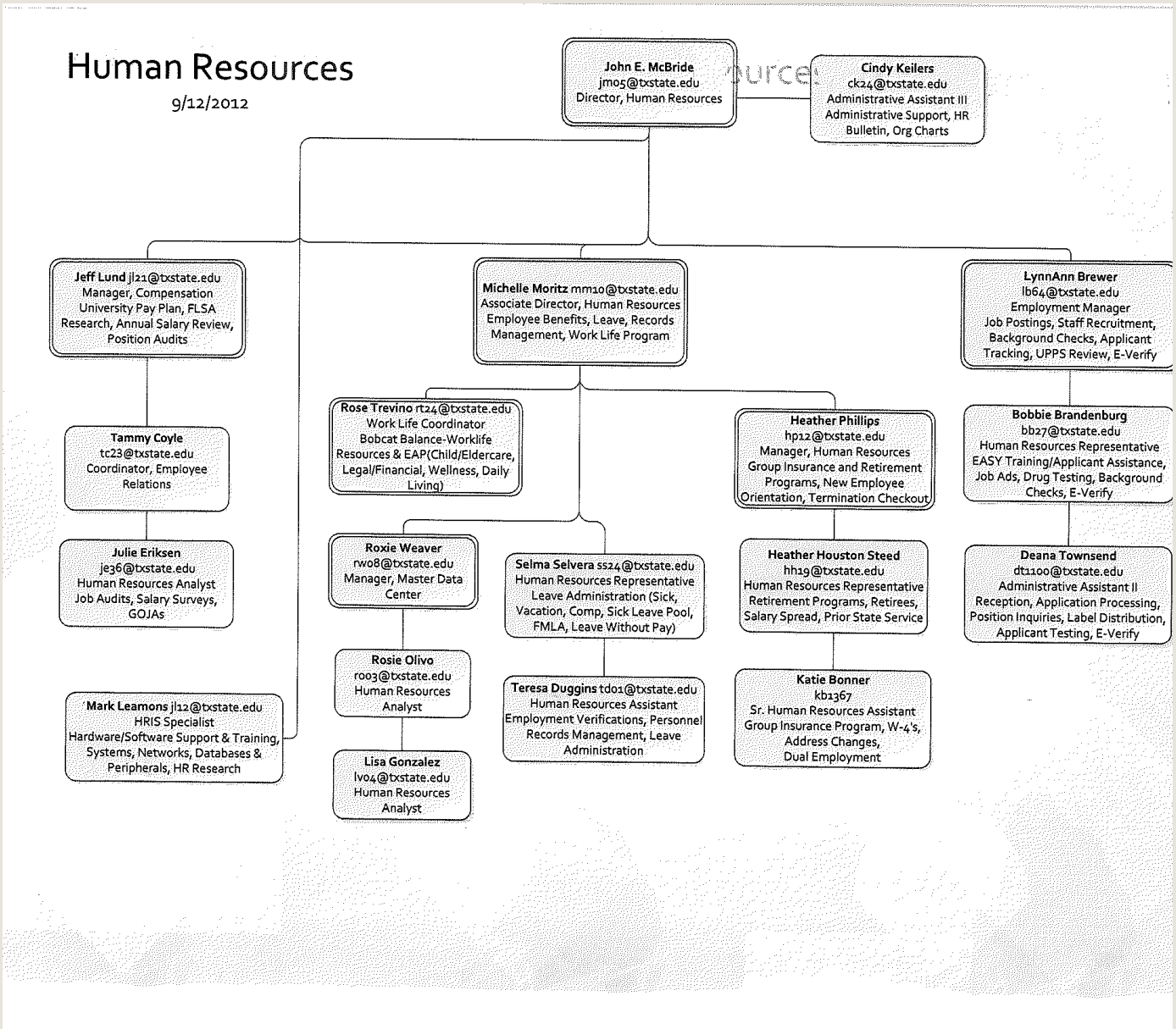
Revised various SBS activities to account for Summer in SIS system. (Treasuer - SBS)

Student Business Services implemented ACH for parking services, streamlining parking payment functionality, and created ".net" applications to add and remove attributes. (Treasurer - SBS)

FISCAL YEAR 2013

Human Resources Employees
Fiscal Year 2013

Name of Employee	Job Title	Subgroup	FTE
Ms Kathryn L Bonner	Sr Human Resources Assistant	12 Mo NE Salaried	100.00
Mrs Bobbie J Brandenburg	Human Resources Representative	12 Mo NE Salaried	100.00
Mrs LynnAnn Hien Brewer	Mgr, Employment	12 Mo Ex Salaried	100.00
Mrs Teresa A Duggins	Human Resources Assistant	12 Mo NE Salaried	75.00
Mrs Julie A Eriksen	Human Resources Analyst	12 Mo Ex Salaried	100.00
Ms Lisa Silguero Gonzalez	Human Resources Analyst	12 Mo Ex Salaried	100.00
Mrs Cynthia V Keilers	Administrative Asst III	12 Mo NE Salaried	100.00
Mr John Mark Leamons	HR Info Systems Specialist	12 Mo NE Salaried	100.00
Mr Jeffrey N Lund	Mgr, Compensation	12 Mo Ex Salaried	100.00
Mr John E McBride	Dir, Human Resources	12 Mo Ex Salaried	100.00
Ms Michelle D Moritz	Assoc Dir, Human Resources	12 Mo Ex Salaried	100.00
Ms Rosie Olivo	Human Resources Analyst	12 Mo Ex Salaried	100.00
Ms Heather M Phillips	Mgr, Benefits	12 Mo Ex Salaried	100.00
Mrs Selma P Selvera	Human Resources Representative	12 Mo NE Salaried	100.00
Ms Heather M Houston	Human Resources Representative	12 Mo NE Salaried	100.00
Ms Deana Lu Townsend	Administrative Asst II	12 Mo NE Salaried	100.00
Ms Rose C Trevino	Work Life Coordinator	12 Mo Ex Salaried	100.00
Mrs Roxana E Weaver	Mgr, HR Master Data Center	12 Mo Ex Salaried	100.00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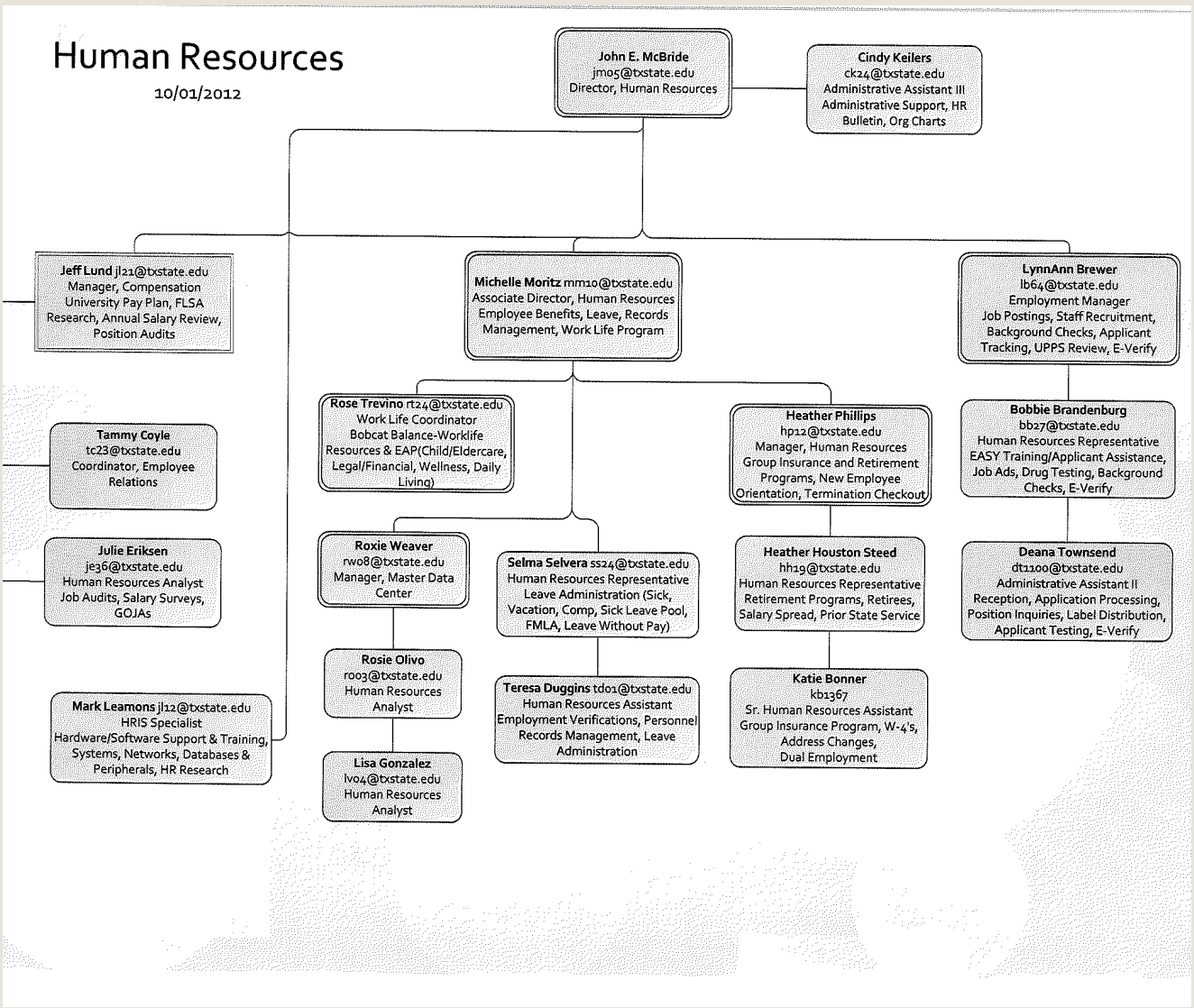
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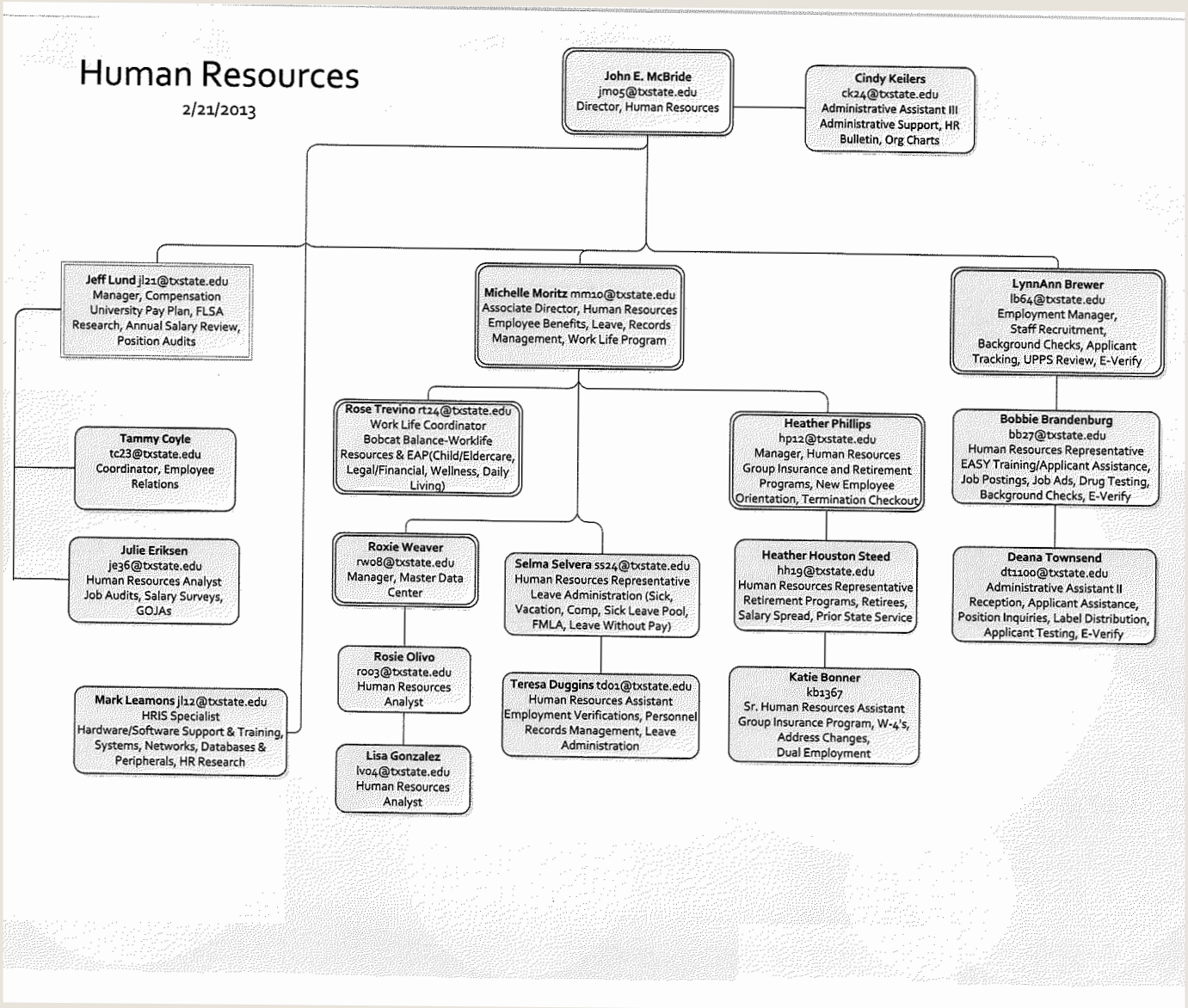
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Human Resources Analyst
Lisa Gonzalez
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Human Resources Analyst
Selma Selvera ss24@txstate.edu
Human Resources Representative
Leave Administration (Sick, Vacation, Comp, Sick Leave Pool, FMLA, Leave Without Pay)
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Heather Houston Steed
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Katie Bonner
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Sr. Human Resources Assistant
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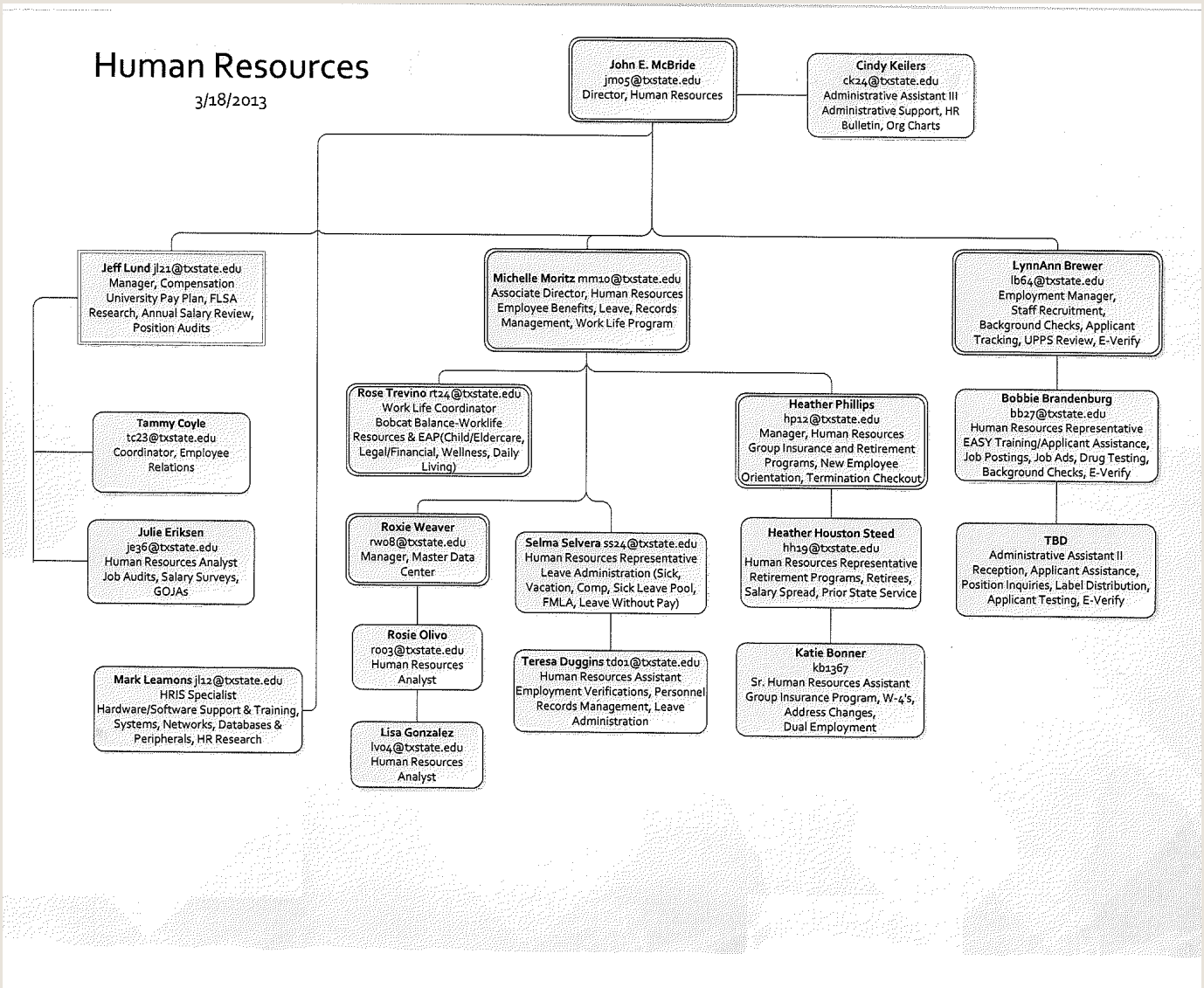
Human Resources
3/18/2013
John E. McBride
jm05@txstate.edu
Director, Human Resources
Cindy Keilers
ck24@txstate.edu
Administrative Assistant III
Administrative Support, HR Bulletin, Org Charts
Jeff Lund jl21@txstate.edu
Manager, Compensation
University Pay Plan, FLSA Research, Annual Salary Review, Position Audits
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Associate Director, Human Resources
Employee Benefits, Leave, Records Management, Work Life Program
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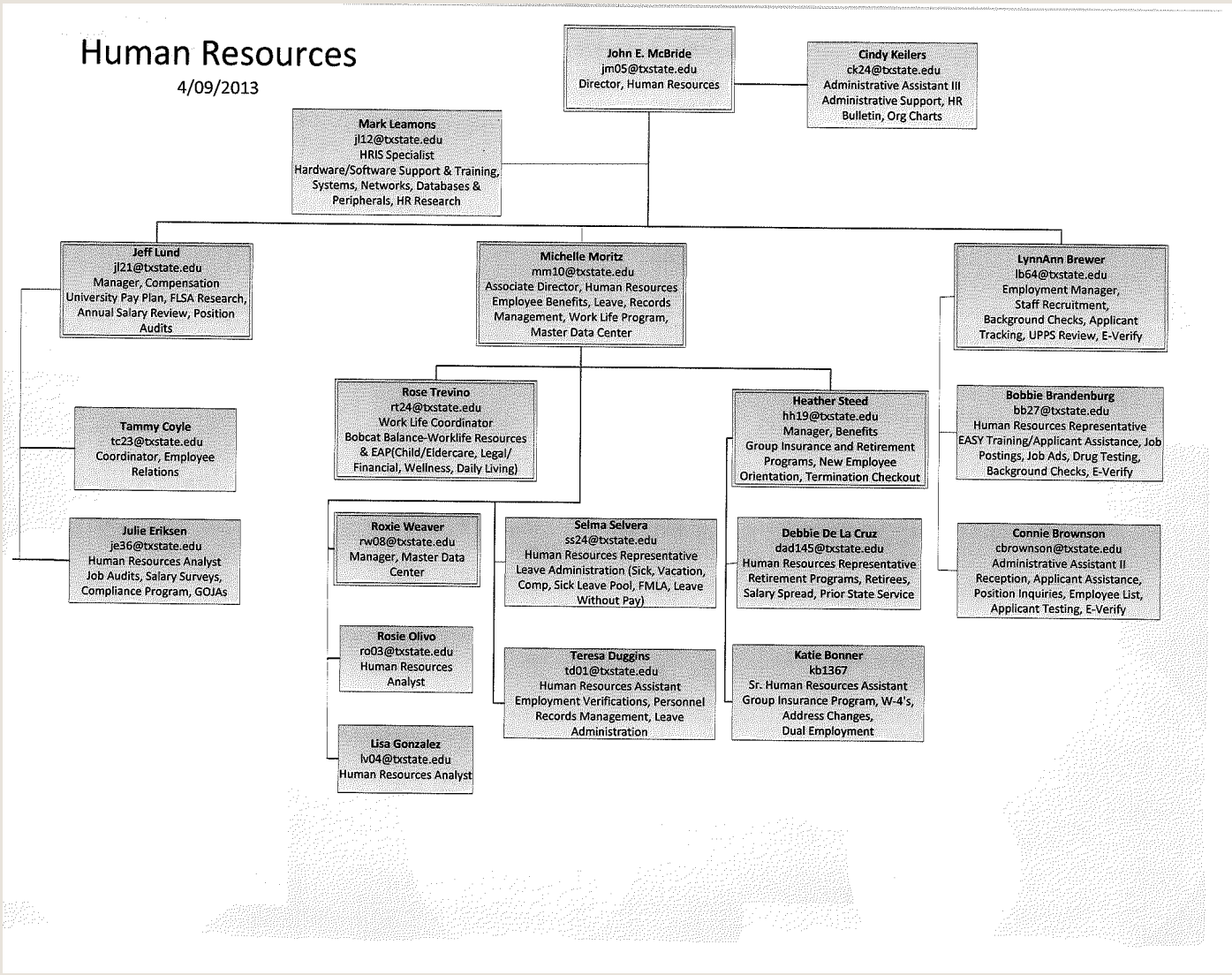
Human Resources
4/09/2013
John E. McBride
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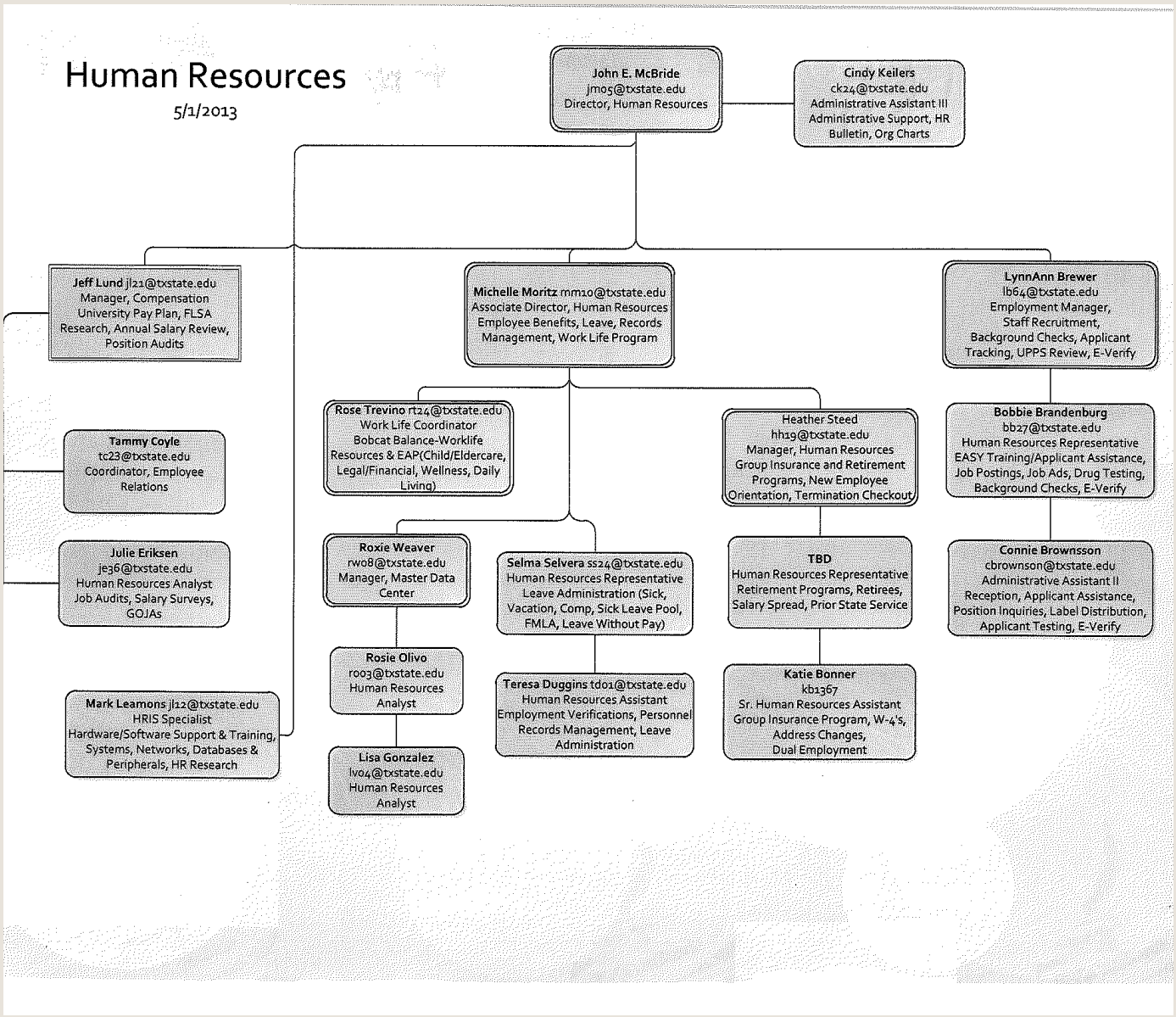
Human Resources
5/1/2013
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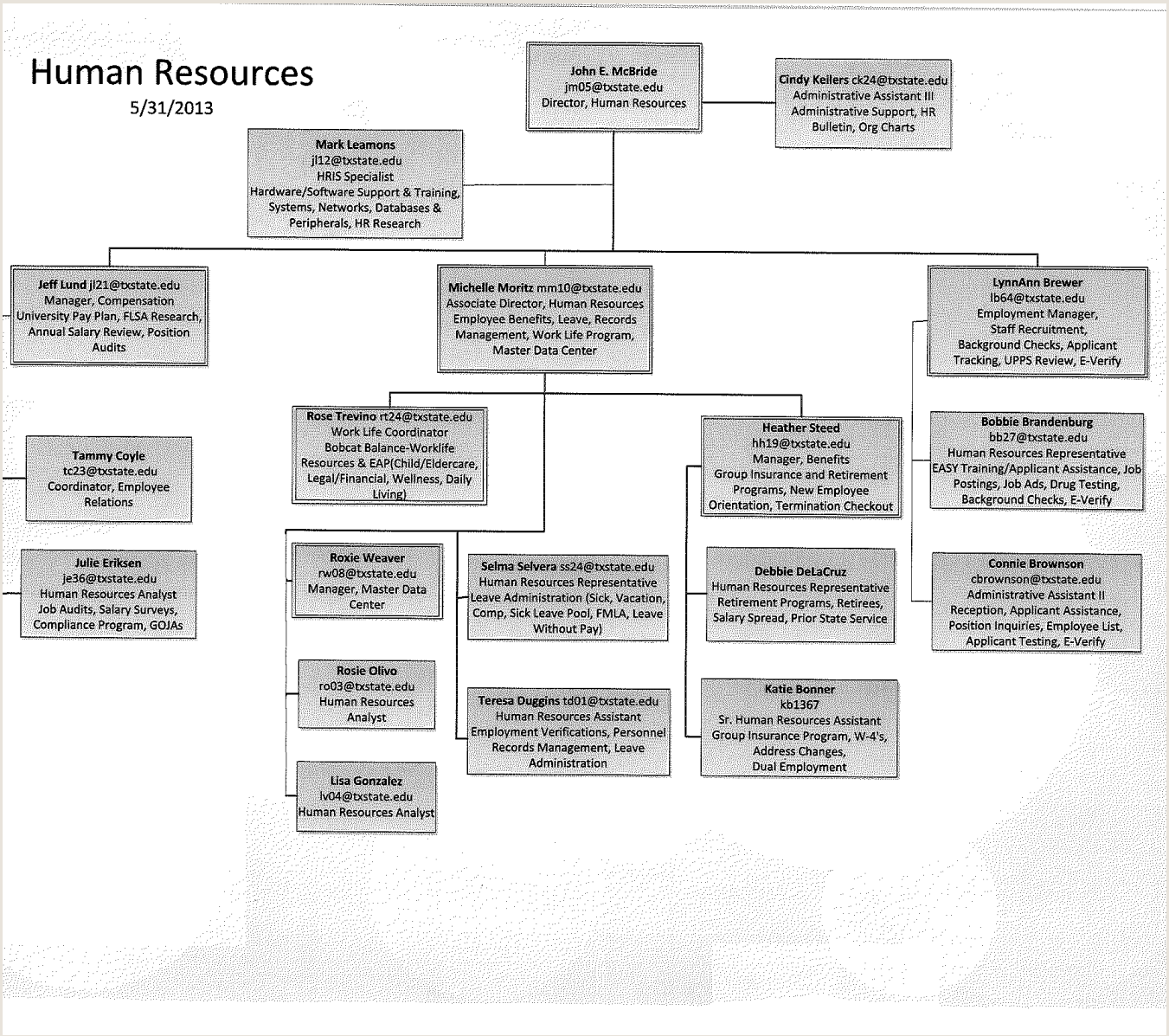
Human Resources
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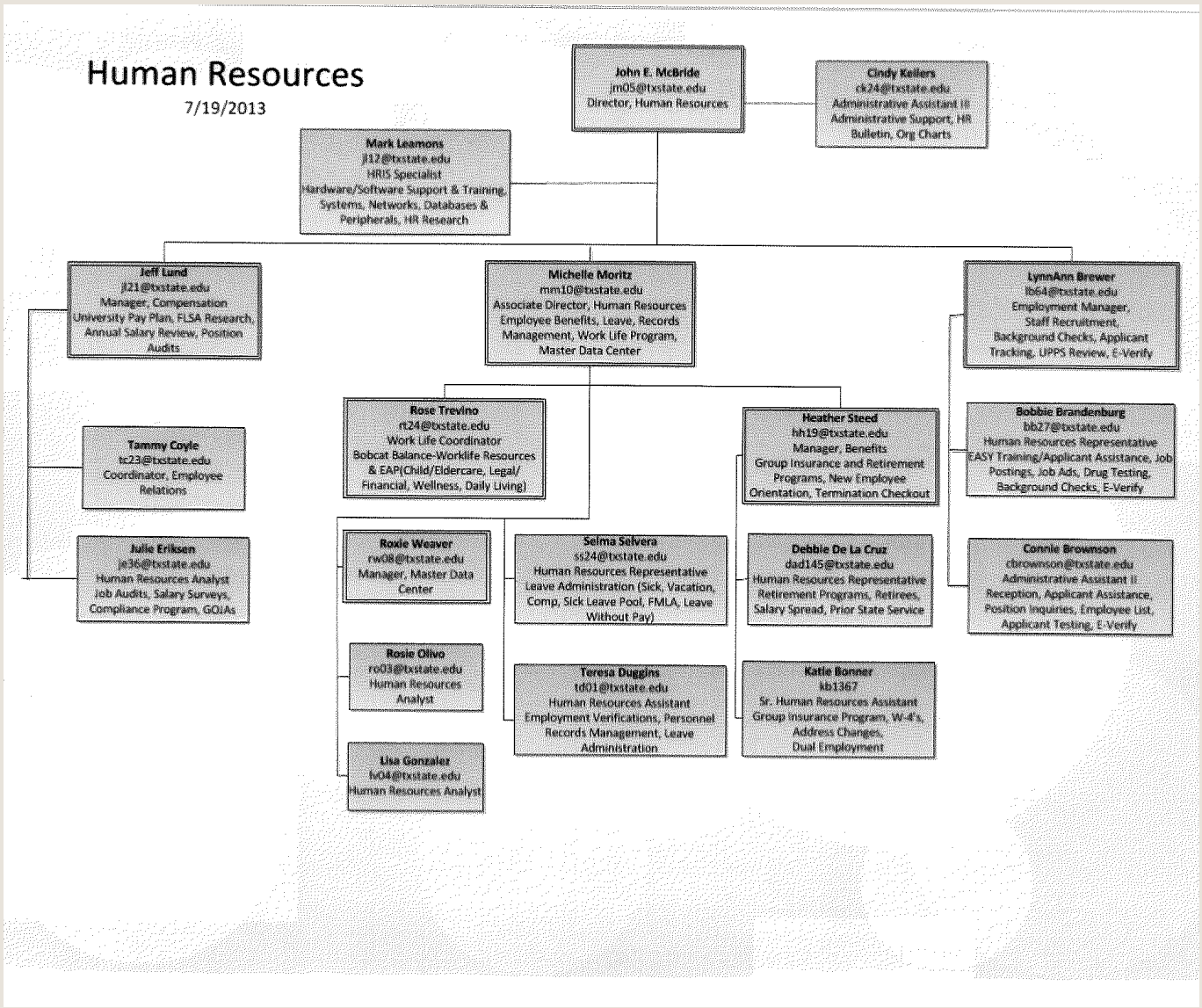
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FY13 Headcount by Division

		Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Avg
Office of President														
	Ben-Elig Staff	19	19	19	19	18	17	18	19	19	18	17	18	18.3
	Non-Ben Elig Staff	2	2	2	2	2	2	2	2	2	2	2	2	2.0
	Ben-Elig Students	1	1	1	1	1	0	0	0	0	1	1	1	0.7
	Non-Ben Elig Students	5	5	4	4	3	3	5	5	5	5	5	4	4.4
	Total	27	27	26	26	24	22	25	26	26	26	25	25	25.4
Information Technology														
	Ben-Elig Staff	271	270	273	274	278	278	275	273	273	274	274	275	274.0
	Non-Ben Elig Staff	7	7	7	6	7	7	5	6	5	6	6	8	6.4
	Ben-Elig Students	11	12	13	13	11	14	14	14	12	10	11	14	12.4
	Non-Ben Elig Students	264	265	264	252	265	250	247	246	207	188	185	217	237.5
	Total	553	554	557	545	561	549	541	539	497	478	476	514	530.3
Academic Affairs														
	Ben-Elig Faculty	1273	1275	1274	1274	1272	1264	1265	1262	1265	1235	1229	1219	1258.9
	Non-Ben Elig Faculty	523	512	512	507	538	531	511	502	496	466	452	450	500.0
	Ben-Elig Staff	734	735	740	742	743	733	724	716	719	721	725	723	729.6
	Non-Ben Elig Staff	124	127	120	120	125	142	124	130	139	174	177	136	136.5
	Ben-Elig Students	736	742	742	736	706	725	726	722	712	543	520	515	677.1
	Non-Ben Elig Students	1448	1463	1479	1375	1467	1500	1506	1516	1301	1037	1036	1221	1362.4
	Total	4838	4854	4867	4754	4851	4895	4856	4848	4632	4176	4139	4264	4664.5
Finance & Support Services														
	Ben-Elig Staff	502	503	500	497	494	488	482	492	490	489	486	482	492.1
	Non-Ben Elig Staff	8	12	12	12	12	14	14	10	11	14	14	12	12.1
	Ben-Elig Students	1	1	1	1	1	1	1	1	0	0	0	0	0.7
	Non-Ben Elig Students	161	161	158	155	158	160	159	157	137	135	127	140	150.7
	Total	672	677	671	665	665	663	656	660	638	638	627	634	655.5
Student Affairs														
	Ben-Elig Staff	372	375	379	380	377	376	381	381	380	376	379	380	378.0
	Non-Ben Elig Staff	63	64	59	58	62	63	48	45	46	57	48	50	55.3
	Ben-Elig Students	43	44	45	44	45	45	44	44	35	24	23	23	38.3
	Non-Ben Elig Students	726	752	744	736	721	765	758	765	670	436	446	638	679.8
	Total	1204	1235	1227	1218	1205	1249	1231	1235	1131	893	896	1091	1151.3
University Advancement														
	Ben-Elig Staff	36	39	40	40	41	42	42	42	40	40	39	37	39.8
	Non-Ben Elig Staff	0	0	0	0	0	0	0	0	0	2	1	1	0.3
	Ben-Elig Students	2	3	3	3	4	4	4	4	2	2	1	1	2.8
	Non-Ben Elig Students	17	18	17	17	17	17	18	21	13	12	11	10	15.7
	Total	55	60	60	60	62	63	64	67	55	56	52	49	58.6
Athletics														
	Ben-Elig Staff	87	88	88	89	88	85	86	91	90	86	90	93	88.4
	Non-Ben Elig Staff	6	5	6	6	8	9	12	11	9	12	12	10	8.8
	Ben-Elig Students	9	9	9	9	9	9	9	9	9	5	5	5	8.0
	Non-Ben Elig Students	81	104	102	101	97	110	113	119	120	78	50	53	94.0
	Total	183	206	205	205	202	213	220	230	228	181	157	161	199.3

McBride, John E

From:	Prado, Patricia A
Sent:	Thursday, February 28, 2013 9:27 AM
To:	Clark, Marvin Russell; Guerra, Juan M; McBride, John E; Nusbaum, Nancy K; Prado, Patricia A; Root, John R; Thyberg, Gordon M; Van Vlack, Valarie R
Cc:	Gonzales, Mary Alice; Holesovsky, Carolyn S; Keilers, Cynthia V; Munoz, Karen; Olivo, Melinda M; Tate, LaDonna L
Subject:	Accomplishments - September 1, 2012 to March 31,2013

We are requesting that you submit up to 6 major accomplishments for your area to the VPFSS office by Friday, March 22.

Mr. Nance will use this information to compile his evaluation summary for the President.

Please let me know if you have any questions.

Thank you.

Patricia Prado
Executive Assistant
Office of Vice President for Finance and Support Services
Texas State University-San Marcos
601 University Drive, JCK 920
San Marcos, Texas 78666
T: 512-245-2244
F: 512-245-2033

McBride, John E

From: Moritz, Michelle
Sent: Tuesday, March 12, 2013 4:09 PM
To: McBride, John E
Subject: RE: Accomplishments - September 1, 2012 to March 31,2013

Looking at our accomplishments, we've cranked out a lot of work products but most of the activities fall into what I consider "maintenance mode":

- Provided a lot of reports – federal, state, ad hoc requests for upper management
- SAP support stack and hardware migration project (end user testing)
- Workshops – work life and financial education

Some new but not necessarily "major" things:

- Added another Nursing Mother room in Commons Hall
- Large turnout for flu shots at the Employee Wellness Fair
- Reviewing discount programs to merge under one vendor

Some department-wide activities:

- Received favorable OFCCP audit result
- State Comptroller Post-Payment audit (still waiting on findings)
- Title IX collaboration
- Functional title process alignment
- Implemented federal Standard Occupational Classification Codes on all job titles
- Updated Business Continuity Plan

From: McBride, John E
Sent: Sunday, March 03, 2013 4:38 PM
To: Moritz, Michelle; Lund, Jeffrey N; Brewer, Lynn Ann
Cc: Keilers, Cynthia V
Subject: FW: Accomplishments - September 1, 2012 to March 31,2013

I would like each of you to give me what you consider to be your top 4 accomplishments for this time period no later than Monday, March 18, 2013.

Thanks,

John

From: Prado, Patricia A
Sent: Thursday, February 28, 2013 9:27 AM
To: Clark, Marvin Russell; Guerra, Juan M; McBride, John E; Nusbaum, Nancy K; Prado, Patricia A; Root, John R; Thyberg, Gordon M; Van Vlack, Valarie R
Cc: Gonzales, Mary Alice; Holesovsky, Carolyn S; Keilers, Cynthia V; Munoz, Karen; Olivo, Melinda M; Tate, LaDonna L
Subject: Accomplishments - September 1, 2012 to March 31,2013

We are requesting that you submit up to 6 major accomplishments for your area to the VPFSS office by Friday, March 22.

McBride, John E

From: Lund, Jeffrey N
Sent: Friday, March 8, 2013 2:20 PM
To: McBride, John E
Subject: RE: Accomplishments - September 1, 2012 to March 31,2013

John,

Here are our top accomplishments for the time period:

1) Successfully defended university from OFCCP audit with no findings
2) Hired new Employee Relations Coord and enhanced employee relations services including additional /revised ER forms and established relationship with TSUS Assoc General Counsel
3) Sent out RFP for HR services
4) Drafted retaliation policy
5) Translated pay plan titles to fit new federal IPEDS reporting requirements

Jeff

From: McBride, John E
Sent: Sunday, March 03, 2013 4:38 PM
To: Moritz, Michelle; Lund, Jeffrey N; Brewer, Lynn Ann
Cc: Keilers, Cynthia V
Subject: FW: Accomplishments - September 1, 2012 to March 31,2013

I would like each of you to give me what you consider to be your top 4 accomplishments for this time period no later than Monday, March 18, 2013.

Thanks,

John

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Cc: Gonzales, Mary Alice; Holesovsky, Carolyn S; Keilers, Cynthia V; Munoz, Karen; Olivo, Melinda M; Tate, LaDonna L
Subject: Accomplishments - September 1, 2012 to March 31,2013

We are requesting that you submit up to 6 major accomplishments for your area to the VPFSS office by Friday, March 22.

Mr. Nance will use this information to compile his evaluation summary for the President.

Please let me know if you have any questions.

Thank you.

Patricia Prado
Executive Assistant

1

McBride, John E

From: Brewer, Lynn Ann
Sent: Tuesday, March 19, 2013 9:34 AM
To: McBride, John E
Cc: Keilers, Cynthia V
Subject: RE: Accomplishments - September 1, 2012 to March 31,2013

Hi John,

My top 4 accomplishments since September 1, 2012 are as follows:

1. Temporary Service Vendors on Bobcatalog
2. Physical Skills Assessment Testing
3. Criminal Background Individual Assessment (UPPS 04.04.17)
4. Temporary Services Feasibility Study

LynnAnn

From: McBride, John E
Sent: Sunday, March 03, 2013 4:38 PM
To: Moritz, Michelle; Lund, Jeffrey N; Brewer, Lynn Ann
Cc: Keilers, Cynthia V
Subject: FW: Accomplishments - September 1, 2012 to March 31,2013

I would like each of you to give me what you consider to be your top 4 accomplishments for this time period no later than Monday, March 18, 2013.

Thanks,

John

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Sent: Thursday, February 28, 2013 9:27 AM
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Please let me know if you have any questions.

Thank you.

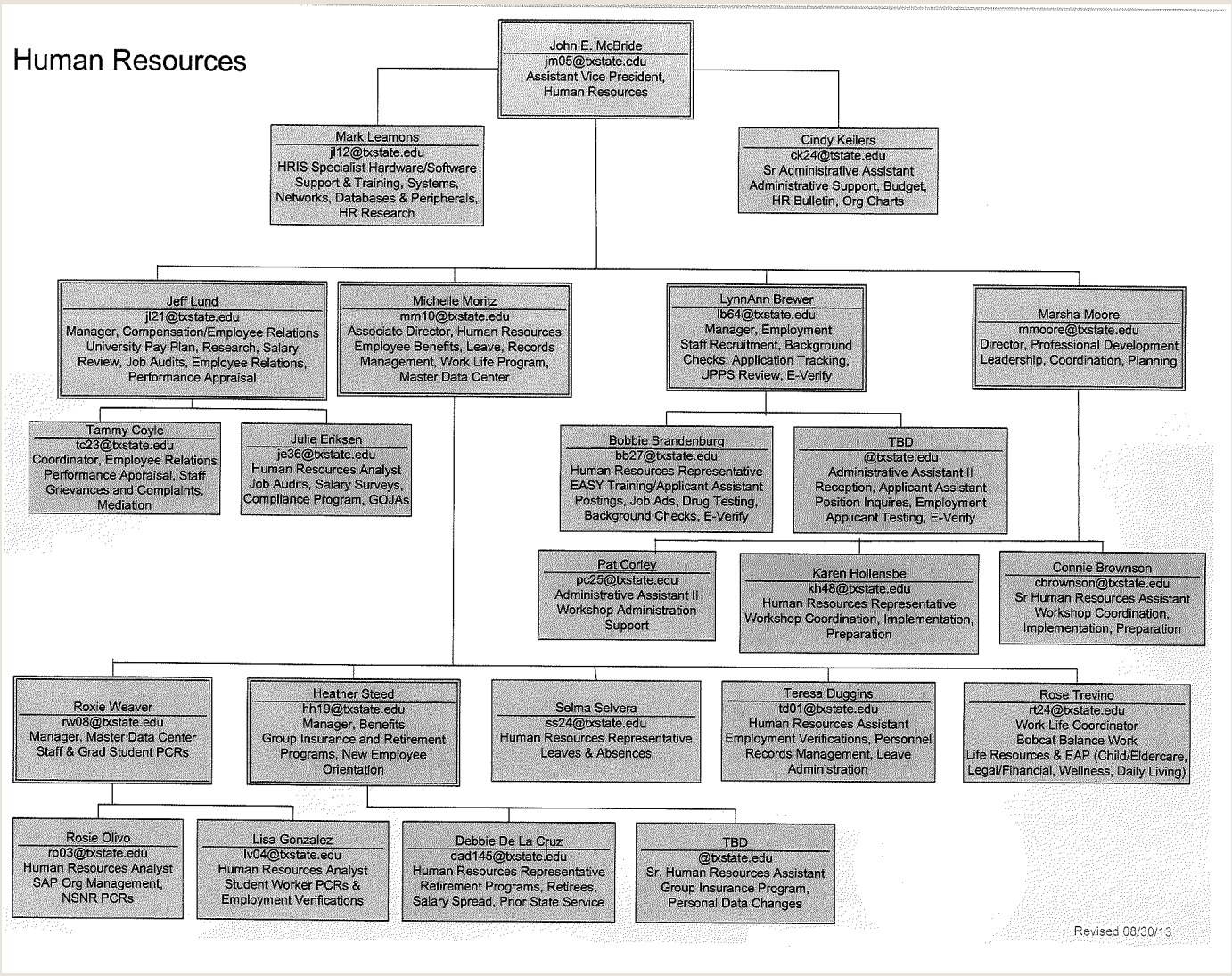
Patricia Prado

1

FISCAL YEAR 2014

Human Resources Employees
Fiscal Year 2014

Name of Employee	Job Title	Subgroup	FTE
Ms Kathryn L Bonner	Sr Human Resources Assistant	12 Mo NE Salaried	100.00
Mrs Bobbie J Brandenburg	Human Resources Representative	12 Mo NE Salaried	100.00
Mrs LynnAnn Hien Brewer	Mgr, Employment	12 Mo Ex Salaried	100.00
Ms Connie Ann Buscha	Administrative Asst II	12 Mo NE Salaried	100.00
Ms Patsy N Corley	Administrative Asst II	12 Mo NE Salaried	100.00
Mrs Tammy Lee Coyle	Coord, Employee Relations	12 Mo Ex Salaried	100.00
Mrs Deborah Ann De La Cruz	Human Resources Representative	12 Mo NE Salaried	100.00
Mrs Teresa A Duggins	Human Resources Assistant	12 Mo NE Salaried	75.00
Mrs Julie A Eriksen	Human Resources Analyst	12 Mo Ex Salaried	100.00
Ms Lisa Silguero Gonzalez	Human Resources Analyst	12 Mo Ex Salaried	100.00
Mrs Karen Ann Hollensbe	Coord, Professional Development	12 Mo NE Salaried	100.00
Mrs Cynthia V Keilers	Sr Admin Asst	12 Mo NE Salaried	100.00
Mr John Mark Leamons	HR Info Systems Specialist	12 Mo NE Salaried	100.00
Mr Jeffrey N Lund	Mgr, Compensation & Employee Relations	12 Mo Ex Salaried	100.00
Mr John E McBride	Asst VP, Human Resources	12 Mo Ex Salaried	100.00
Ms Marsha M Moore	Dir, Professional Development	12 Mo Ex Salaried	100.00
Ms Michelle D Moritz	Assoc Dir, Human Resources	12 Mo Ex Salaried	100.00
Ms Rosie Olivo	Human Resources Analyst	12 Mo Ex Salaried	100.00
Mrs Selma P Selvera	Human Resources Representative	12 Mo NE Salaried	100.00
Ms Carol S Smith	Professional Development Assistant	12 Mo NE Salaried	100.00
Ms Heather M Houston	Mgr, Benefits	12 Mo Ex Salaried	100.00
Ms Rose C Trevino	Work Life Coordinator	12 Mo Ex Salaried	100.00
Mrs Roxana E Weaver	Mgr, HR Master Data Center	12 Mo Ex Salaried	100.00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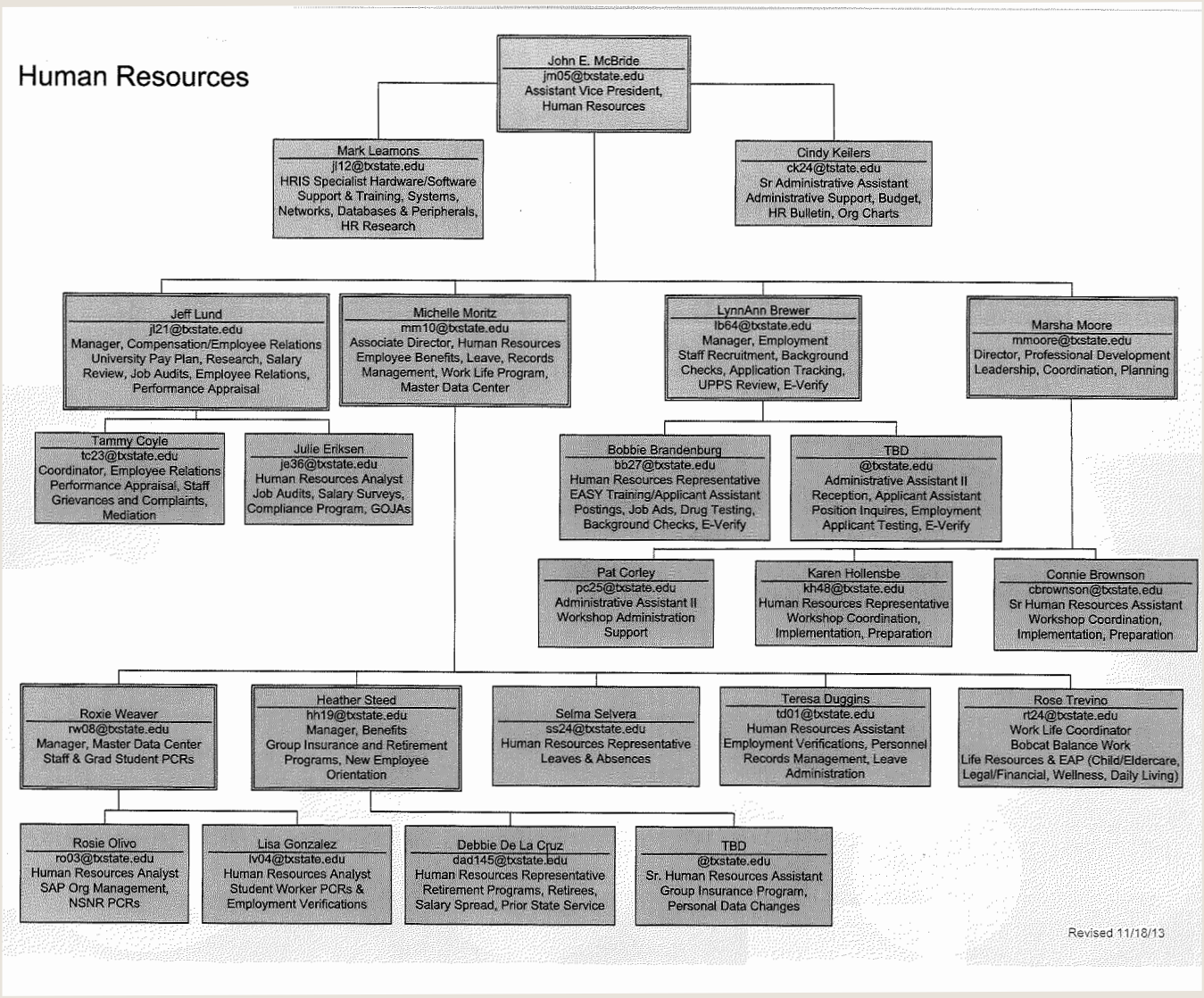
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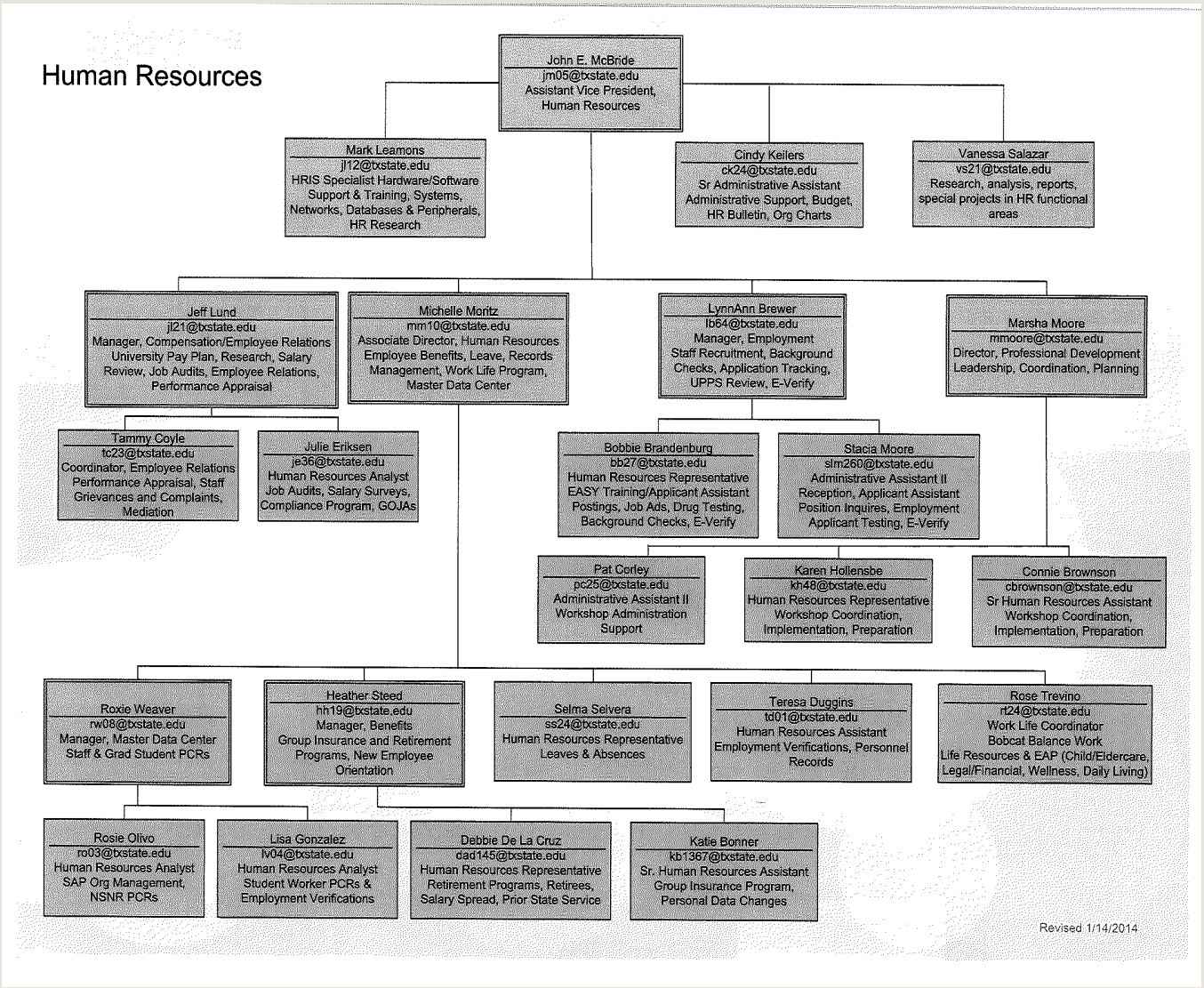
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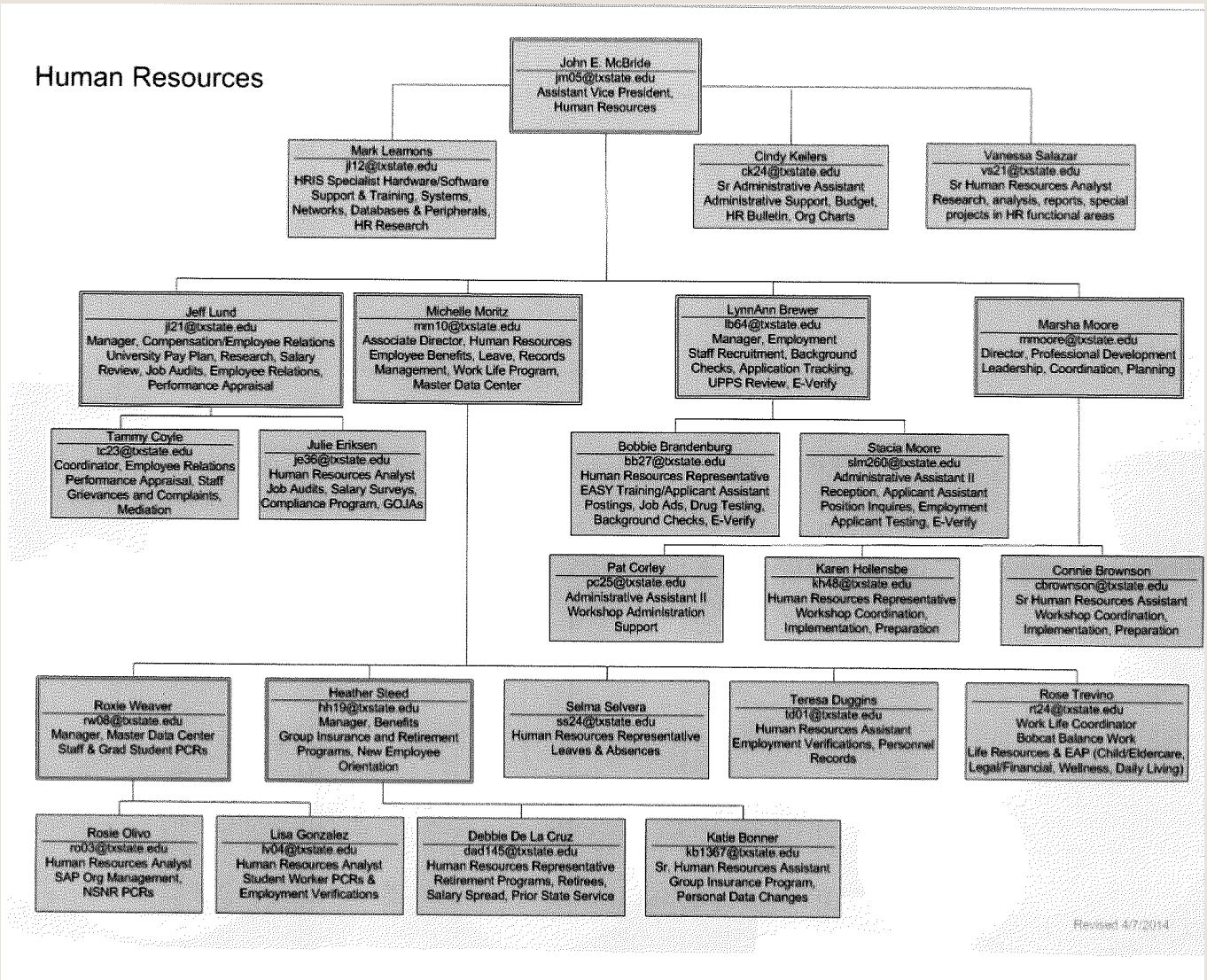
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FY14 Headcount by Division

		Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Avg
Office of President														
	Ben-Elig Staff	17	18	18	18	17	17	17	18	19	19	19	19	18.0
	Non-Ben Elig Staff	2	2	2	2	3	3	3	3	3	2	2	2	2.4
	Ben-Elig Students	0	0	0	0	0	0	0	0	0	0	1	1	0.2
	Non-Ben Elig Students	6	6	5	5	5	6	6	6	5	5	5	3	5.3
	Total	25	26	25	25	25	26	26	27	27	26	27	25	25.8
Information Technology														
	Ben-Elig Staff	274	274	277	281	280	276	277	278	278	279	279	276	277.4
	Non-Ben Elig Staff	4	4	4	4	4	5	6	5	7	8	7	4	5.2
	Ben-Elig Students	18	19	18	17	16	18	17	18	13	13	11	10	15.7
	Non-Ben Elig Students	246	247	246	229	237	252	245	245	201	182	170	219	226.6
	Total	542	544	545	531	537	551	545	546	499	482	467	509	524.8
Academic Affairs														
	Ben-Elig Faculty	1311	1312	1311	1310	1293	1293	1297	1295	1293	1245	1241	1251	1287.7
	Non-Ben Elig Faculty	519	453	454	460	483	493	490	494	483	470	482	468	479.1
	Ben-Elig Staff	723	727	733	736	727	729	735	733	735	723	720	722	728.6
	Non-Ben Elig Staff	121	115	103	99	119	114	120	123	116	165	172	127	124.5
	Ben-Elig Students	751	757	756	754	765	769	766	763	744	587	578	571	713.4
	Non-Ben Elig Students	1564	1668	1658	1592	1463	1560	1586	1596	1152	1087	1050	1325	1441.8
	Total	4989	5032	5015	4951	4850	4958	4994	5004	4523	4277	4243	4464	4775.0
Finance & Support Services														
	Ben-Elig Staff	485	492	497	502	501	495	491	490	487	488	484	487	491.6
	Non-Ben Elig Staff	8	10	10	9	8	12	12	12	13	13	13	11	10.9
	Ben-Elig Students	1	1	1	1	1	1	1	1	0	0	0	0	0.7
	Non-Ben Elig Students	153	168	163	165	161	168	163	162	145	160	161	169	161.5
	Total	647	671	671	677	671	676	667	665	645	661	658	667	664.7
Student Affairs														
	Ben-Elig Staff	381	390	393	394	391	390	389	396	395	395	398	408	393.3
	Non-Ben Elig Staff	45	30	31	32	33	32	30	25	31	44	42	44	34.9
	Ben-Elig Students	44	43	43	43	42	42	42	42	31	24	23	20	36.6
	Non-Ben Elig Students	727	730	711	710	698	726	714	719	559	403	405	712	651.2
	Total	1197	1193	1178	1179	1164	1190	1175	1182	1016	866	868	1184	1116.0
University Advancement														
	Ben-Elig Staff	39	40	40	42	42	41	45	45	45	45	45	45	42.8
	Non-Ben Elig Staff	0	0	0	2	4	4	2	3	2	2	2	4	2.1
	Ben-Elig Students	2	3	3	2	2	2	2	2	0	0	0	0	1.5
	Non-Ben Elig Students	18	20	20	16	18	22	22	22	14	18	20	22	19.3
	Total	59	63	63	62	66	69	71	72	61	65	67	71	65.8
Athletics														
	Ben-Elig Staff	94	94	93	93	93	92	93	91	91	90	90	94	92.3
	Non-Ben Elig Staff	11	9	12	12	13	15	15	13	12	12	11	9	12.0
	Ben-Elig Students	9	9	9	9	9	9	9	9	9	0	0	0	6.8
	Non-Ben Elig Students	131	142	131	130	125	129	126	125	56	49	49	122	109.6
	Total	245	254	245	244	240	245	243	238	168	151	150	225	220.7

Texas State University
2013-2014 University Goals and Initiatives

Goal 1: Promote academic quality by building and supporting a distinguished faculty.

1.1 Increase average full-time faculty salaries at all ranks.

1.2 Increase number of full-time faculty.

1.3 Attract and retain highly competent faculty by providing annual merit increases based on performance.

1.4 Provide a university infrastructure (including equipment and facilities) to support teaching, research, and scholarly and creative activity.

Human Resources Continued to collaborate with the Office of the Associate Vice President for Research and Federal Relations to support the university's commitment and drive as an Emerging Research Institution by providing education, guidance, and policy and procedures that effectively and efficiently support research activities.

Professional Development, which transferred to Human Resources effective September 1, 2013, developed and implemented the initial Research Administration Assistant Training Course. The course was prompted by a desire to update Texas State training to match and surpass what other Emerging Research Institutions were doing. It was designed with input from a focus group comprised of Associate Deans of Research, principal investigators, grant administrators, and staff representatives from offices concerned with the research process and had the objectives of (a) enhanced knowledge of the pre-and post-award processes; (2) building familiarity with available resources; and (3) building a network for future dialogue. The course had 20 hand-picked research administrative support individuals by Deans in research colleges and five subject matter expert instructors (both individuals and instructors were paid $500 with funds from the Provost) and covered seven one-half days sessions between September and December 2013.

Human Resources continued to update and improve the Principal Investigator website first established in May 2012 designed to address specific research and grant funded HR policies and procedures.

Beginning in FY2010 and continuing in FY2014 Human Resources is a permanent presenter on the Agenda of the OSP sponsored Managing Your Award (Post Award Services) workshop for new PI's. HR also presents quarterly at the OSP Proposal Writing for Research Administrators (Pre-Award) workshops.

Human Resources continued to be a regular provider of articles in the Office of Sponsored Programs (OSP) Newsletter as an additional way to provide important HR information to the grant and research community.

Human Resources collaborated with OSP and IT to design a process that will be implemented in January 2015 to monitor for compliance the requirements of Executive Order 13658 issued by President Obama in February 2014 which raised the federal minimum wage to $10.10 per hour effective January 1, 2015 for employees paid from certain federal contracts.

At the request of OSP, Human Resources collaborated with OSP and IT to design a process that will provide automatic notifications to OSP when both faculty and non-faculty Principal Investigators (PI's) terminate employment.

1.5 Offer academic programs that are nationally and internationally competitive.

1.6 Strengthen research and scholarly/creative activity efforts through achieving increases in grant expenditures and increasing collaboration across disciplines.

1.7 Provide reasonable start-up funds in order to attract and retain distinguished faculty and to provide the essential equipment to conduct research and attract external grants.

1.8 Support faculty efforts in international research.

1.9 Maintain Emerging Research University status and pursue the Texas Research Incentive Program (TRIP).

Financial Services developed a research expenditures quarterly dashboard to track and communicate expenditures and the sources and uses of funds. It also provides quarterly GAAP research expense reporting and Legislative Budget Board performance measures. This report has become the standard for the university's reporting to the coordinating board.

Goal 2: Provide opportunities for a public university education and contribute to economic and cultural development.

2.1 Move forward on the *Closing the Gaps* goals of participation, success, excellence, and research.

2.2 Continue engagement in the economic and cultural development of the region.
2.3 Increase student scholarships and graduate student financial support in an effort to improve recruitment and retention of high achieving students.

2.4 Internationalize the curriculum.

2.5 Support faculty and students in pursuing global academic experiences, e.g. study abroad, internships, field placement, research, service learning.

2.6 Maintain a vigorous, targeted recruitment and marketing campaign.
2.7 Recognize the role of moving to the FBS in developing the image of the university and enhancing economic and cultural development.

2.8 Enhance and support distance learning and Friday/Saturday course delivery.

Goal 3: Provide a premier student-centered, educational experience that fosters retention and success.

3.1 Increase student retention through collaborative programs across the university.

Human Resources continues to support student retention by (1) collaborating with faculty to secure class projects to address HR issues and assist students in research assignments; (2) hiring paid and non-paid interns to perform class and non-class credit work in HR; (3) granting class credit interviews; (4) having HR staff serve as mentors; (5) having HR staff teach University Seminar and serve as class guest lecturers, and; (6) hiring work study and regular wage student workers.

To date for FY 14 Human Resources has had 2 interns, 3 class credit interviews, 2 University Seminar instructors, and 12 work study and regular wage students.

At the request of VPFSS in response to parent inquiries to the President, Human Resources collaborated with IT and Career Services to produce a report that tracks eligibility of students to hold student worker positions on campus. Students who drop out of school or drop below the eligibility standards promulgated by the VPSA are not eligible to fill slots reserved for student workers. The VPSA and VPSA issued a joint email to all faculty and staff August 19, 2014 announcing that eligibility will be tracked and those students falling below eligibility requirements will be terminated so that only students meeting eligibility requirements can fill the student worker slots.

3.2 Enhance quality and consistency of academic advising services.

3.3 Develop an Honors College to better attract and engage high achieving students.

3.4 Recognize and support intercollegiate athletics and the arts as vehicles to promote a well-rounded collegiate experience for all students.

Transportation Services provided Game Day shuttles.

3.5 Refine student learning outcomes and appropriate assessment measures within each academic program and general education curriculum to ensure program improvement and provide evidence of student success.
3.6 Refine administrative and educational support, research, and public service outcomes and appropriate assessment measures within identified departments to ensure improvement and provide evidence of success.

3.7 Recognize the importance of academic and administrative program review processes to facilitate program improvement in support of the University mission.

3.8 Foster an environment that cultivates students to become successful, engaged alumni.

3.9 Broaden efforts to facilitate successful transition of students to the workplace and graduate/professional education.

Human Resources continues to support student retention by (1) collaborating with faculty to secure class projects to address HR issues and assist students in research assignments; (2) hiring paid and non-paid interns to perform class and non-class credit work in HR; (3) granting class credit interviews; (4) having HR staff serve as mentors; (5) having HR staff teach University Seminar and serve as class guest lecturers, and; (6) hiring work study and regular wage student workers.

To date for FY 14 Human Resources has had 2 interns, 3 class credit interviews, 2 University Seminar instructors, and 12 work study and regular wage students.

3.10 Continue faculty and student information literacy initiatives that support achievement of student learning outcomes.

3.11 Implement Personalized Academic and Career Exploration (PACE) to foster retention and success.

Goal 4: Enrich our learning and working environment by attracting and supporting a more diverse faculty, staff, and student body.

4.1 Attract and retain a diverse faculty and staff.

Human Resources Facilitate decision making on diversity recruiting issues by continuing to provide President's Cabinet and other senior management with the monthly and annual summary HR Diversity Tracking Report which shows by university division, division, and department the number of positions posted, the number of applicants by EEO category for each position, and the EEO category of the individuals selected to fill the position. The report is also posted each month to the HR Profile.

Human Resources posted a record 494 staff positions in CY 13 which in turn produced an all-time high of 21,083 applicants. Postings were placed with nine dedicated diversity recruiting sources plus another forty-seven sources, many of which are national in nature (some through

which we pay an annual services fee but the results in number of applicants have been excellent).

4.2 Remain a Hispanic Serving Institution that emphasizes retention and graduation.
4.3 Enhance recruitment, retention, and support programs for all racial, ethnic, and international groups.

4.4 Expand efforts to promote diversity and inclusion among all faculty, staff, and students.

4.5 Seek historically underutilized business suppliers.

Goal 5: Develop and manage human, financial, physical, and technological resources effectively, efficiently, and ethically to support the university's mission.

5.1 Increase average full-time staff salaries at all ranks.

Human Resources continues to provide university administrators with salary data they need to make compensation decisions re: adjusting staff salaries in response to the salary levels in our approved labor markets. Data is provided annually by June 1 and includes results from salary surveys for approved labor markets (Local – I-35 Corridor, University – CUPA-HR), distance from market of each pay plan minimum, costs by fund group to reach market and/or other desired salary levels, pay plan relationships of titles, turnover history for each pay plan title, a no cost analysis to bring titles to market, CPI-U data, and compliance with approved target provisions of the Staff Compensation Philosophy. FY 14's annual report was provided to the VPFSS for preliminary review June 2, 2014 and to all members of President's Cabinet June 20, 2014.

5.2 Increase number of full time staff.

Human Resources had new full time Organizational Development/Training Specialist position and the increase of a 75% HR Assistant position to full time approved by the President in ____. In subsequent FSS reorganization effective 9/1/2014 the OD/Training Specialist position was transferred to Facilities with reclassification to HVAC Mechanic and in turn Facilities transferred a Trainer, Custodial Services and a Training Specialist position to Professional Development in HR. A total net gain of 2.25 positions in HR.

5.3 Attract and retain highly competent staff by providing annual merit increases based on performance.

Human Resources At the direction of President's Cabinet, Human Resources initiated an RFP in the Spring 2013 for an outside subject matter expert source to evaluate the Texas State staff

performance evaluation policy and process with the objective to help Texas State better evaluate performance and merit eligibility. The Sibson Company was selected and HR worked with Sibson to provide data and information re: the current performance evaluation program at Texas State. Based on the Sibson final report in the Summer 2013, Texas State entered negotiations with Sibson during the Fall 2013 to provide a plan to revise the staff performance evaluation program and subsequently an agreement was reached for Sibson to accomplish this project in the Spring 2014. The Sibson contract was completed and signed by the VPFSS in April 2014, Sibson completed focus group interviews in July 2014, and presented findings to President's Cabinet in August 2014 and took direction from Cabinet to recommend a revised performance evaluation process for Texas State staff.

5.4 Maintain a physical setting that presents Texas State as a premier institution.

Human Resources coordinated with Facilities Planning, Design, and Construction to design a renovation of the HR service space in JCK. The renovation design for JCK 314 to enhance HR's physical setting and security plus the addition of needed office space ($51,000) was approved by the VPFSS and President in August 2014. Renovation is slated to begin early in FY 15.

5.5 Implement the Campus Master Plan update for 2012-2017 to ensure it meets the needs of the University.

5.6 Expand and support professional development opportunities for faculty and staff.

Human Resources The Office of Professional Development was transferred to Human Resources effective September 1, 2013. The first major project assigned to the new HR section was to research and develop by December of 2014 first class training courses for management and first-line supervisors for Texas State staff personnel. -Work on this project is in progress.

By coincidence the IT Division approached HR in the late fall/early spring of FY 14 and asked for assistance in providing similar training for selected IT personnel. HR took the IT requirements, researched vendors who provided such training, and provided the results to IT. Dr. Wyatt was very pleased with the results and selected a vendor with whom IT is working with to customize the training for IT personnel which will kick off in the mid-spring 2014. This project served as a training pilot for the overall HR assigned project and provided valuable information applicable to the overall project to create targeted training courses for Texas State management levels and first-line supervisors.

Human Resources revised and sent to reviewers UPPS 04.04.35 Professional Development and Educational Opportunities. This UPPS addresses the Staff Development Program under which outstanding Texas State staff employees can be selected to take college coursework for up to 20 hours per week of release time with full pay. The UPPS was last revised in 1998, has had several offices assigned as the senior reviewer, and had been in limbo for various reasons. With the transfer of Professional Development to Human Resources in September, the Assistant Vice President for Human Resources was assigned as the primary reviewer. The revised UPPS was

entered into the review process in February 2014 and subsequently received President's Cabinet approval with an effective date of 6/20/2014.

During the Fall 2013 Human Resources entered into discussions with the Round Rock Campus to better support professional development opportunities for employees at that campus. A teleconferencing system called LYNC was tested and appeared to provide a good solution which would permit Round Rock employees to view professional development presentations from the Texas State campus at their desks or in a common Round Rock location. Equipment was purchased and transmissions began in April 2014. Round Rock has requested further enhancements to improve transmission, and HR is working with Round Rock and IT to see what can be done to meet the requested enhancements.

5.7 Continue support for structured, standards-driven web course development and programs that enable faculty to appropriately integrate technology into the teaching-learning process.

5.8 Reduce deferred maintenance in existing facilities.

5.9 Improve processes outlined in SACS *Principles of Accreditation* to ensure ongoing compliance with standards, while continuously improving overall educational quality.

5.10 Maintain coordinated assessment processes that assist university stakeholders in multiple assessment activities, including strategic planning, student learning and success, and program excellence.

5.11 Effectively utilize alumni and external constituents to influence and generate human and financial capital opportunities.

Transportation Services created license agreements to partner with commercial entities for shuttle services at on-campus and off-campus locations.

Transportation Services created commercial advertising opportunities for local and national enterprises.

5.12 Assess the needs and opportunities to refine Alkek Library utilization to improve support for the achievement of faculty and student instructional and research outcomes.

5.13 Ensure regulatory compliance, environmentally responsible practices and the efficient use of energy and water resources.

Utilities Operations: In FY2013, campus electric use decreased by 7% on a kWh/ gross sq. ft. basis from the previous fiscal year to exceed State mandated goal of 5% per year.

a. Natural gas consumption decreased more than 17% on an mmBtu/ GSF basis from previous years. Annual natural gas consumption has decreased 30% from the high in 2008 due to changes in boiler operations.

b. Sanitary sewer gallons/GSF dropped almost 12% from FY2011 through FY2013 even with

5.14 Leverage Enterprise Resource Planning (ERP) and other technology investments to continually improve campus business and instructional support activities.

Human Resources Continued providing senior management with real time direct access to key human resources management data through the HR Profile information resource residing in TRACS. The data bank has over 30 reports that provide metric and analysis information and is limited to certain senior division administrative staff as identified by each vice president.

Secured funding from President's Cabinet to upgrade our PeopleAdmin online application system to version 7.0. Texas State has been using version 5.8 for staff since 2004, and PeopleAdmin has told us they will no longer support this version within the next two years. Version 7.0 has many improvements and enhancements from version 5.8. The new version 7.0 is being configured to handle faculty postings if adopted by Academic Affairs. The contract with PeopleAdmin was signed; HR back office training commenced; HR conducted focus groups with stakeholders and is scheduled to begin working with PeopleAdmin on business process design beginning early FY 15. The system is being configured to handle faculty postings if adopted for use by Academic Affairs at a later tim

In response to the Council of Chairs in the Fall 2013 HR, Academic Affairs, and IT representatives have been working on enhancements and improvements to the electronic PCR (E-PCR). The work is being completed in two phases. The first phase was completed prior to the winter break and the second phase was completed in the mid-late spring 2014. The enhancements and improvements of phase one have been well received, and the completion of phase two should relieve most, if not all, of the concerns initially voiced by the Council of Chairs.

Other major IT accomplishments include (1) added W-4 functionality to Employee Self Service (ESS); (2) added functionality for 12 month spread payroll deduction for parking permits; (3) completed conversion and validation of all legacy system data to SAP; and (4) coordinated with IT to produce the FY 14 Salary Review process.

Human Resources initiated a focus group committee in September 2013 to explore how the university could track licenses, credentials, certifications, and training required by federal, state, or local regulations for all staff positions in all divisions at Texas State. Departments represented included HR, Environmental Health and Facilities. The committee, in collaboration with Procurement and Strategic Sourcing, constructed and posted an RFP for outside assistance with this project in the late Fall 2013. Only one response was received, and the decision was made to

put the project on hold until consultations with IT could be held. IT subsequently determined that the project could be accomplished with in-house resources and work began on the project in the late Spring 2014.

Human Resources revised UPPS 04.04.06 Outside Employment and Activities to put Texas State into compliance with new outside employment reporting requirements of the TSUS Regents Rules approved May 2013. HR collaborated with IT to create outside employment functionality (August 2014) to permit online electronic reporting in lieu of using a paper form.

Human Resources upgraded its Office Proficiency Assessment & Certification (OPAC) employment office skills testing package (April 2014). OPAC is a third party software that has been validated as a legal testing tool by the federal government that can be used in the employee selection process.

5.15 Complete the Pride and Action campaign plan to achieve the goal.
5.16 Promote a safe and secure environment.

Human Resources' renovation described in 5.4 included security suggestions of the University Police Department. At the request of HR, UPD conducted a security review of the third floor HR service areas in JCK.

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Upcoming Projects

Human Resources will:

(See 5.3 Human Resources)

See 5.14 Human Resources)

Continue preparations and collaboration with Academic Affairs, Student Affairs, Information Technology, TSUS Associate General Counsel, and appropriate outside authorities for implementation of the provisions of the Affordable Care Act effective January 1, 2015.

Continue work to create quality training courses relevant and targeted for Texas State management and first-line supervisors.

(Using SAP in-house resources. See 5.14 Human Resources.)

Initiate imaging project for HR records

(See 5.14)

Explore with IT how to track and report nepotism status after initial employment.

Continue review of staff on-boarding process for efficiency and quality.

Human Resources (Other):

Human Resources, in collaboration with several key departments, crafted a proposal (August 2014) to support the development, implementation, and evaluation of a pilot program for the Texas State Wellness Program for FY 15 with the end goal of rolling out a more substantial, long term program in FY 16. The pilot program is the result of a project begun by HR in March 2013 to initiate a review of the Texas State Wellness Program and make recommendations to elevate the program to an exemplary, first class status. The estimated cost for the pilot program is $53,000 and will be funded by premium residue from our Insurance Settlement Account from the 1980's when Texas State moved from self-funding to the required State of Texas insurance plan.

Human Resources restructured the HR Forum (July 2014). After surveying the membership in the Spring 2014 a number of changes were made including a renewed emphasis on the Forum's objective to promote two-way communication between departments and HR, a revised membership, quarterly instead of monthly meetings, new day and meeting time, and a revised agenda and presentation approach to seek input and discussion from the membership. First meeting under the restructuring was July 15, 2014 and feedback was overwhelmingly positive.

Human Resources created the Prescription Drug Comparison Tool which allows employees to compare the costs of prescription drugs at various major local vendors and helps them to find the best deal for their prescription drugs. The tool was introduced in a Professional Development presentation and posted to the HR website (July 2014)

Human Resources initiated a review (Summer 2014) of how Texas State appoints individuals to the Graduate Research Assistant and Intern titles. The Department of Labor (DOL) establishes the requirements that must be met for individuals to be assigned these titles and thus not be covered by the minimum wage and overtime requirements of the Fair Labor Standards Act (FLSA). If individuals do not meet these requirements the DOL considers them to be employees and subject to the FLSA. In addition, if employees, the State of Texas has requirements for timekeeping and eligibility for certain other benefits, such as holiday pay, that must be met.

Human Resources assumed responsibility for the Ethics Compliance function effective June 1, 2013 and implemented a quarterly reporting system to the vice presidents in the fall 2014 showing the status of staff employee compliance with this TSUS imposed requirement by division. HR also initiated a project with IT (completed August 2014) to create a program where managers could check the compliance status of their staff employees at any time. In response to questions from HR (August 2014) re: published Regents Rules requirements for the Ethics Program, the TSUS Office is reviewing the Program requirements as established in the Regents Rules.

Human Resources initiated review of UPPS 04.04.03 Staff Employment and sent to secondary reviewers (July 2014). The review adds updated Texas State EEO Statement, removes use of the restricted employment list, changes definition of project staff positions, changes definition of

veteran to meet federal law, adds clarification for veterans preference, adds emphasis that Chief Diversity Officer must approve any non-OPAC employment tests, adds that any employment exception requests to the Chief Diversity Officer must have supervisor and VP recommended approval and justifications, adds Physical Skills Assessment Testing for certain titles, adds complaint process for veterans and other applicants not selected, adds sample template for offer letters, adds reference to CUPA interview guide, and adds information re: the hiring matrix.

Human Resources completed the review of UPPS 04.04.18 Drug Testing for Non-Faculty Employees which had been on hold for ~~three~~ five years due to concerns voiced with the initial issue of the UPPS in 2009.. HR used focus groups and employee input to make adjustments. The UPPS was entered into the review system in January 2014 ~~.~~ and approved by President's Cabinet with an effective date of 4/9/2014. Major changes included a Supervisor's Guide for reasonable suspicion testing, on-site drug testing by an outside vendor, UPD presence for security in reasonable suspicion situations, and transportation options (including private transport by an outside vendor) for impaired employees. HR also began reviewing on-line training course options (August 2014) that would meet the supervisor training requirements identified in the UPPS.

Human Resources initiated the review of UPPS 04.04.11 University Compensation Policy and sent to secondary reviewers (August 2014). The review defines key terms (FLSA, exempt, non-exempt, EEO category, GOJA, BRP), adds BRP provisions, improves descriptions of types of employees (faculty, administrative officers, unclassified, classified, student), clarifies procedures for classifying and reclassifying staff positions, explains role of pay grades and the university compensation philosophy, modifies transfer rules, clarifies roles in the award of staff performance awards, clarifies who is eligible for the university longevity program (ULP), and removes compensation requirements for faculty (handled by the Provost).

Human Resources initiated review of UPPS 04.04.30 University Leave Policy and sent to secondary reviewers (August 2014). The review adds consequences of failure to get advance approval for vacation leave, establishes that grant employees are paid for vacation leave in same manner as non-grant employees, clarifies and expands state sick leave requirements and eligibility, establishes (as recommended by the TSUS Associate General Counsel) that Human Resources will be the contact (not departments) for medical information affecting work status from doctors and sets process flow of documents for this requirement, adds guidance for employees to request accommodation and management for allowing employees to return to work with restrictions after an illness or injury, updates definition of serious health condition using DOL language, and updates provisions for military leave.

Human Resources completed study on the feasibility of implementing a Texas State temporary services employment office to be funded by fees paid by department users. The fees would be substantially less than what we pay outside temp services vendors. Records show that for FY 13 the university had 115 departments hire 408 temporary NSNR employees at a payroll cost of $2.2 million. The study has not been presented to the VPFSS.

Human Resources secured $25,000 in HEAF funding to update the New Employee Orientation video. The current video quality is lacking and its information is very outdated in some areas.

(See 5.14 Human Resources)

Human Resources implemented new employee discount program (Beneplace) effective in September 2013 after review and study of the program during the Spring 2013.

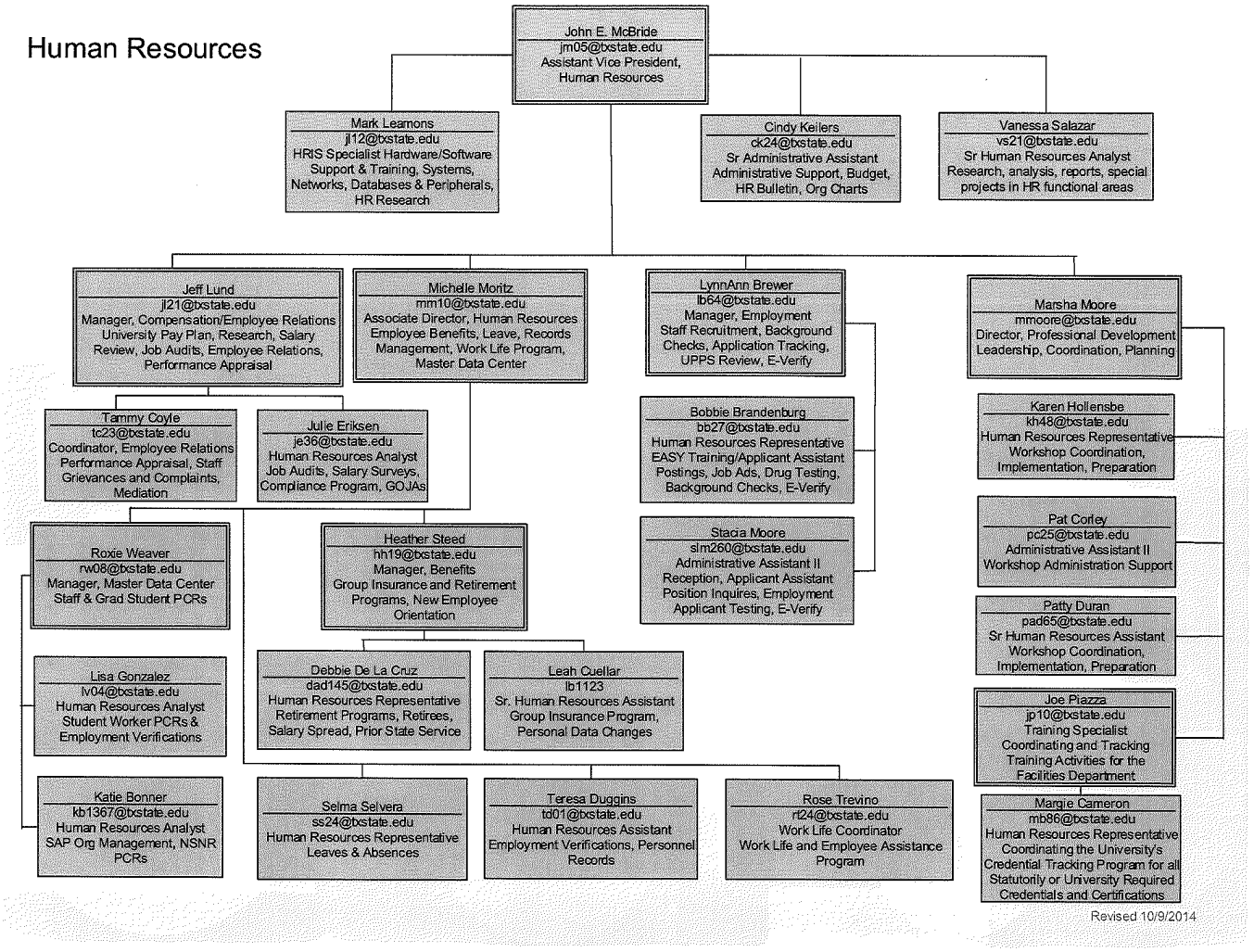
Human Resources revised and reduced to writing (August 2014) the HR internal procedure for handling unemployment claims (including suggestions from the TSUS Associate General Counsel) with the objective of improving the university's response to the Texas Workforce Commission's unemployment claims, and thus reducing the unemployment claims costs to the university. As a continuing part of this process, Human Resources for FY 15 is initiating a review of past unemployment costs and how we can better address situations where unemployment payments are not warranted.

Human Resources, at the request of President's Cabinet, collaborated with University Marketing to produce a one-page (front/back) university traditions handout (based on the Gold Book given to new students) to new staff employees at New Employee Orientation. The handouts were included in new employee packets beginning in May 2014.

FISCAL YEAR 2015

Human Resources Employees
Fiscal Year 2015

Name of Employee	Job Title	Subgroup	FTE
Ms Kathryn L Bonner	Human Resources Analyst	12 Mo Ex Salaried	100.00
Mrs Bobbie J Brandenburg	Human Resources Representative	12 Mo NE Salaried	100.00
Mrs LynnAnn Hien Brewer	Mgr, Employment	12 Mo Ex Salaried	100.00
Margaret Velma Cameron	Human Resources Representative	12 Mo NE Salaried	100.00
Ms Patsy N Corley	Administrative Asst II	12 Mo NE Salaried	100.00
Mrs Tammy Lee Coyle	Coord, Employee Relations	12 Mo Ex Salaried	100.00
Mrs Deborah Ann De La Cruz	Human Resources Representative	12 Mo NE Salaried	100.00
Mrs Teresa A Duggins	Human Resources Assistant	12 Mo NE Salaried	100.00
Mrs Julie A Eriksen	Human Resources Analyst	12 Mo Ex Salaried	100.00
Ms Lisa Silguero Gonzalez	Human Resources Analyst	12 Mo Ex Salaried	100.00
Mrs Karen Ann Hollensbe	Human Resources Representative	12 Mo NE Salaried	100.00
Mrs Cynthia V Keilers	Sr Admin Asst	12 Mo NE Salaried	100.00
Mr John Mark Leamons	HR Info Systems Specialist	12 Mo NE Salaried	100.00
Mr Jeffrey N Lund	Mgr, Compensation & Employee Relations	12 Mo Ex Salaried	100.00
Mr John E McBride	Asst VP, Human Resources	12 Mo Ex Salaried	100.00
Ms Marsha M Moore	Dir, Professional Development	12 Mo Ex Salaried	100.00
Mrs Stacia Lynne Brassell	Administrative Asst II	12 Mo NE Salaried	100.00
Ms Michelle D Moritz	Assoc Dir, Human Resources	12 Mo Ex Salaried	100.00
Mr Joseph Piazza Jr	Training Specialist	12 Mo Ex Salaried	100.00
Ms Vanessa Andrea Salazar	Sr Human Resources Analyst	12 Mo Ex Salaried	100.00
Mrs Selma P Selvera	Human Resources Representative	12 Mo NE Salaried	100.00
Ms Heather M Houston	Mgr, Benefits	12 Mo Ex Salaried	100.00
Ms Rose C Trevino	Work Life Coordinator	12 Mo Ex Salaried	100.00
Mrs Roxana E Weaver	Mgr, HR Master Data Center	12 Mo Ex Salaried	100.00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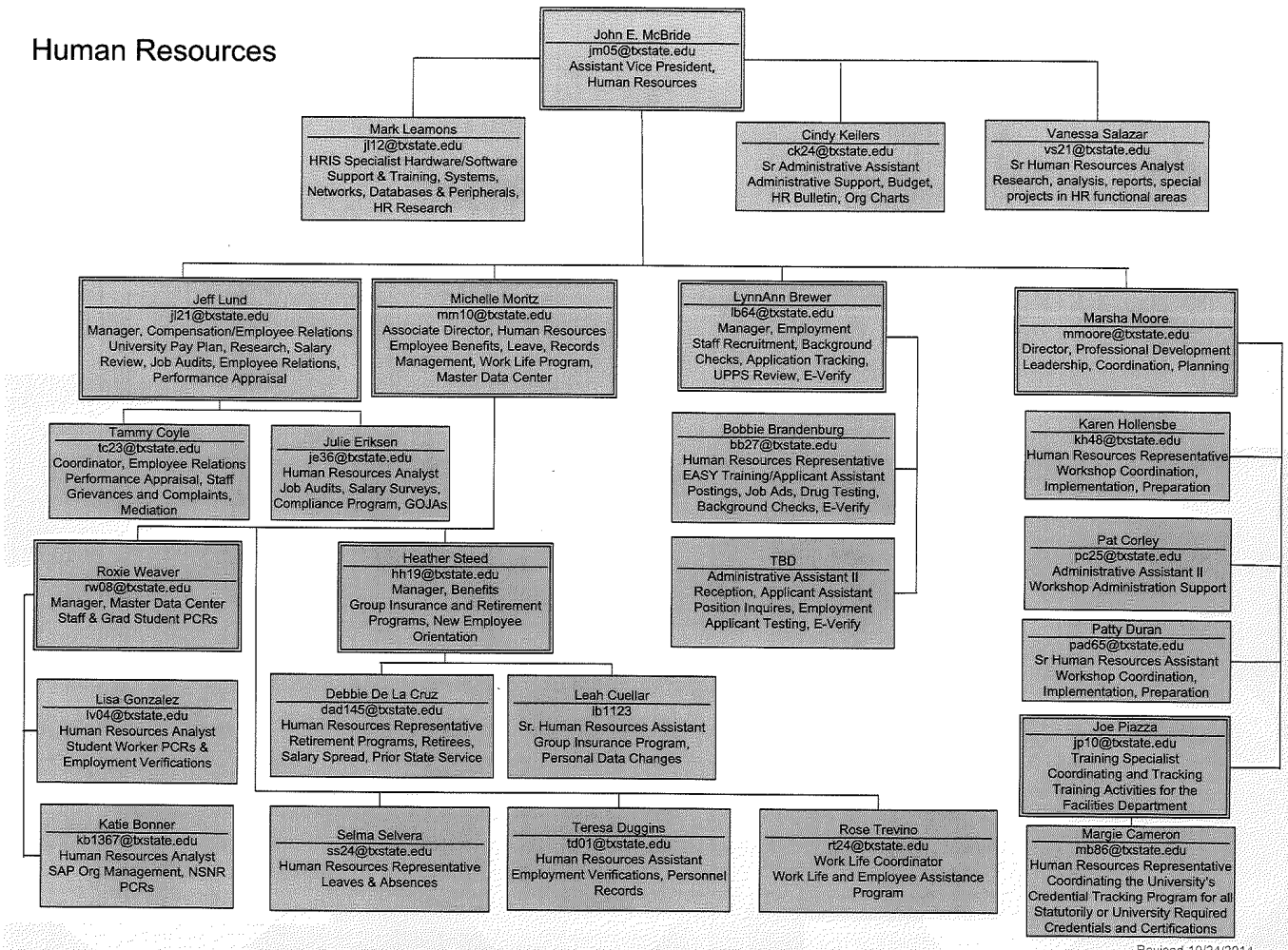
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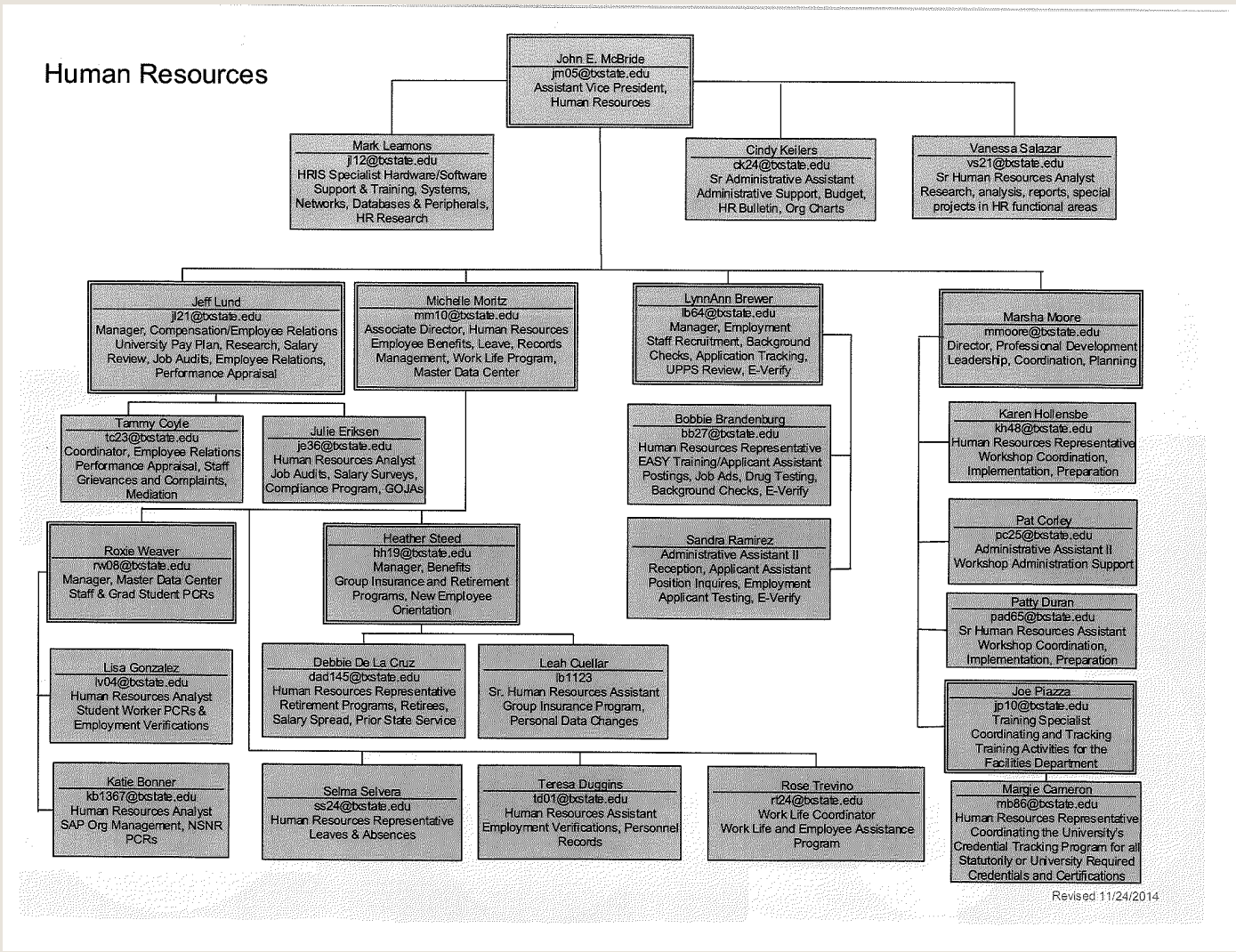
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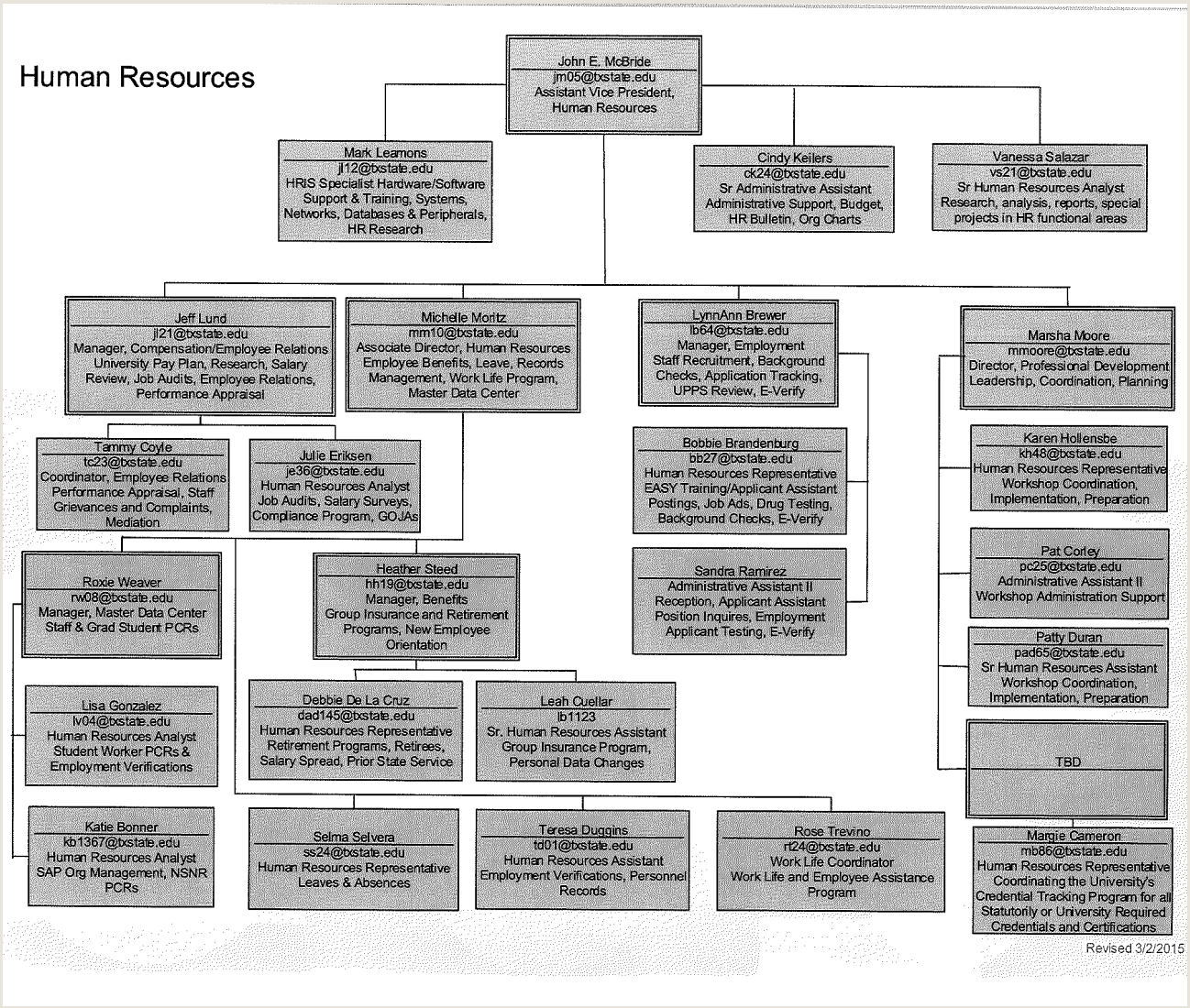
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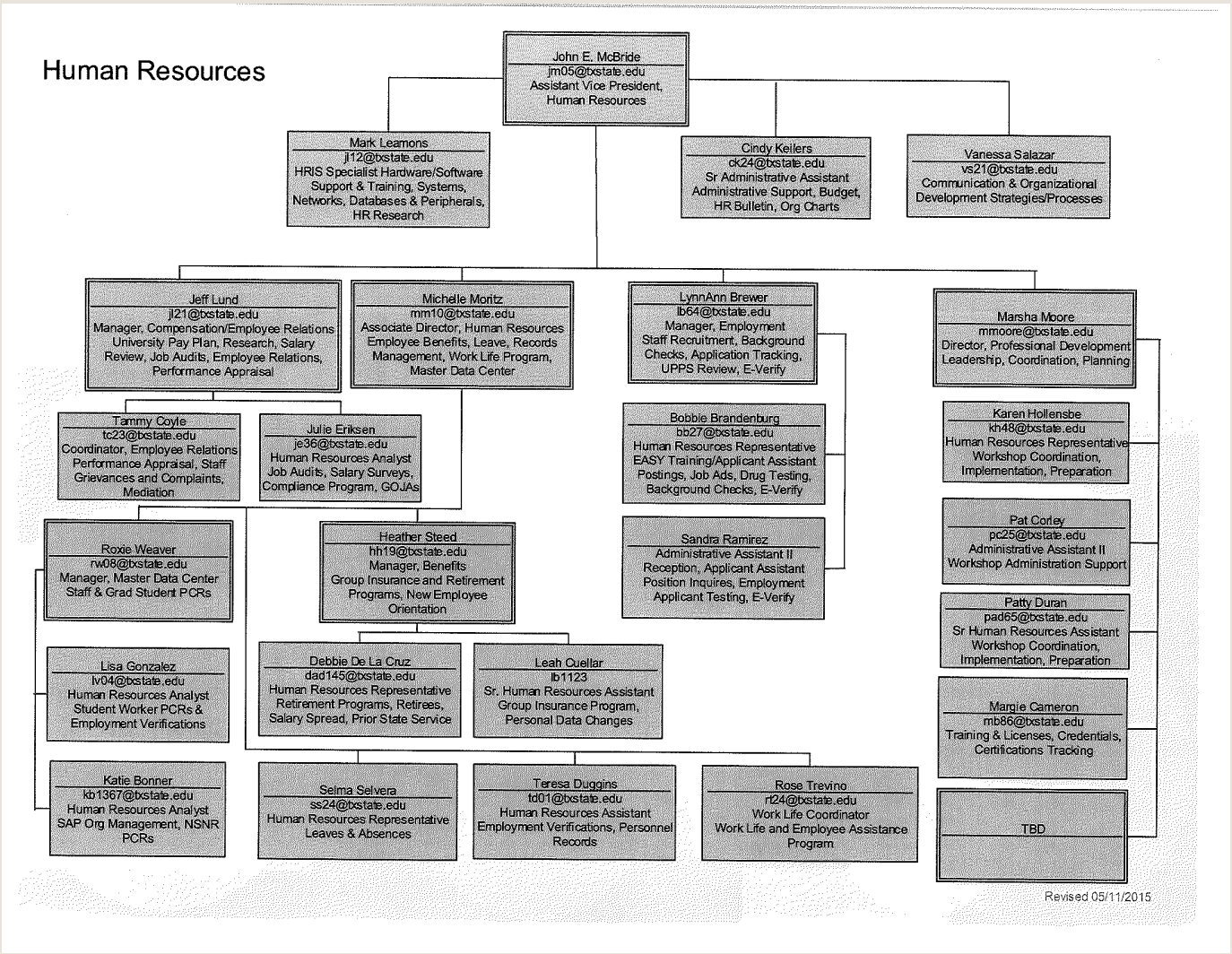
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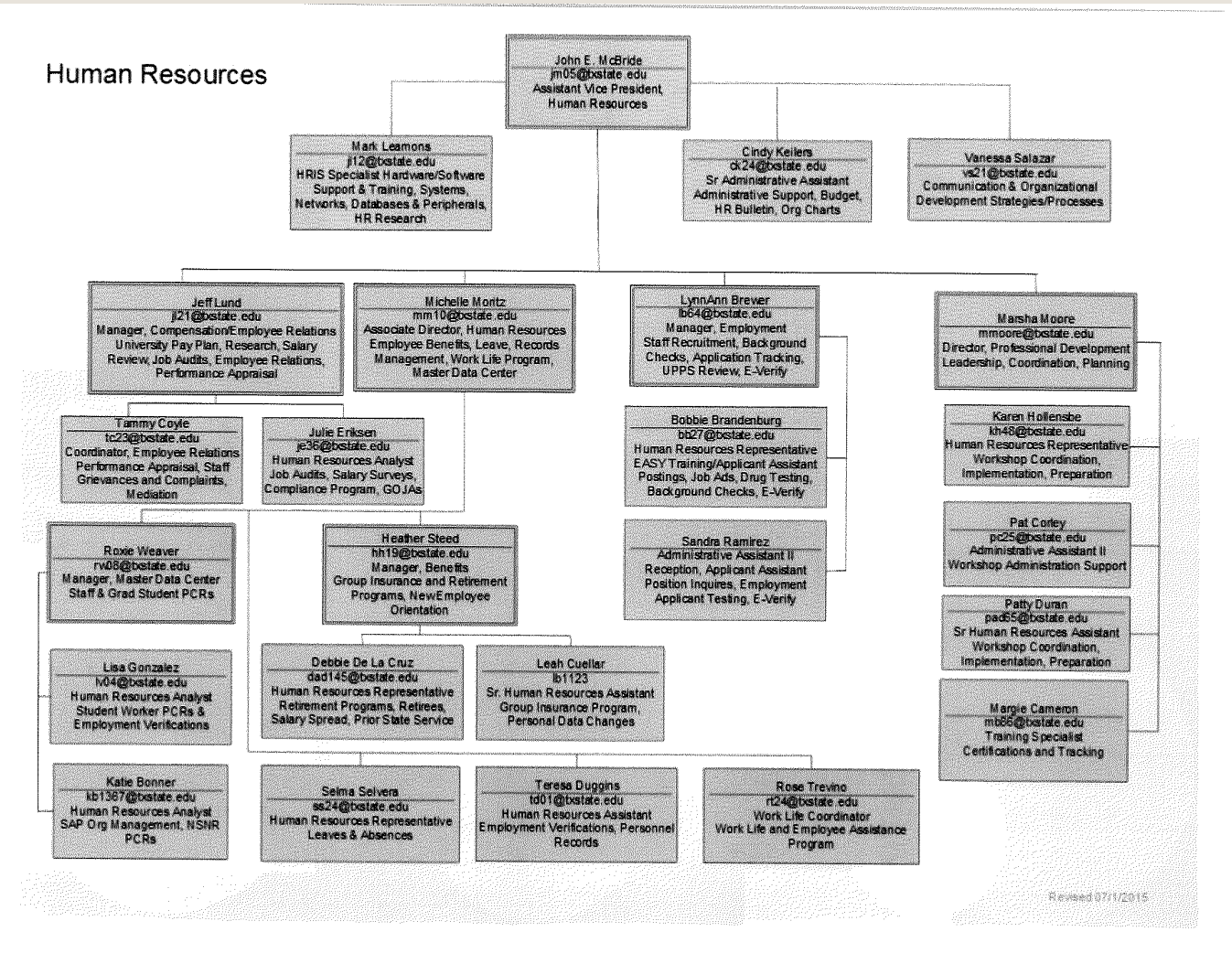
Work Life Coordinator
Work Life and Employee Assistance Program
TBD
Revised 05/11/2015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Revised 07/1/2015

FY15 Headcount by Division

		Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Avg
Office of President														
	Ben-Elig Staff	19	19	20	19	18	18	20	20	20	20	20	20	19.4
	Non-Ben Elig Staff	2	2	2	2	2	2	2	2	2	2	2	2	2.0
	Ben-Elig Students	1	1	1	1	1	1	1	1	1	1	1	1	1.0
	Non-Ben Elig Students	7	7	7	6	6	6	7	7	7	4	4	4	6.0
	Total	29	29	30	28	27	27	30	30	30	27	27	27	28.4
Information Technology														
	Ben-Elig Staff	274	277	277	280	279	284	287	287	287	289	291	298	284.2
	Non-Ben Elig Staff	3	4	3	3	4	4	4	4	5	7	8	7	4.7
	Ben-Elig Students	13	12	12	9	10	11	11	11	8	6	6	7	9.7
	Non-Ben Elig Students	242	237	240	235	237	238	238	239	216	169	169	203	221.9
	Total	532	530	532	527	530	537	540	541	516	471	474	515	520.4
Academic Affairs														
	Ben-Elig Faculty	1355	1355	1355	1357	1372	1380	1382	1381	1381	1337	1335	1326	1359.7
	Non-Ben Elig Faculty	509	508	504	505	494	519	516	517	506	480	497	463	501.5
	Ben-Elig Staff	728	738	743	748	748	744	746	752	754	760	757	754	747.7
	Non-Ben Elig Staff	123	129	122	117	114	122	129	123	118	166	152	114	127.4
	Ben-Elig Students	826	839	836	823	800	832	832	834	797	635	632	633	776.6
	Non-Ben Elig Students	1648	1659	1690	1603	1616	1659	1649	1687	1600	1077	1010	1186	1507.0
	Total	5189	5228	5250	5153	5144	5256	5254	5294	5156	4455	4383	4476	5019.8
Finance & Support Services														
	Ben-Elig Staff	486	489	492	497	485	485	487	487	493	495	492	487	489.6
	Non-Ben Elig Staff	12	15	13	12	9	7	7	10	10	13	10	13	10.9
	Ben-Elig Students	1	1	1	1	1	1	1	1	1	0	0	0	0.8
	Non-Ben Elig Students	188	183	185	179	185	175	172	171	163	144	152	164	171.8
	Total	687	688	691	689	680	668	667	669	667	652	654	664	673.0
Student Affairs														
	Ben-Elig Staff	407	404	403	404	407	411	410	411	408	410	412	419	408.8
	Non-Ben Elig Staff	33	36	36	40	41	38	35	34	34	60	48	50	40.4
	Ben-Elig Students	42	44	43	43	42	42	41	41	30	22	24	22	36.3
	Non-Ben Elig Students	866	798	806	776	743	770	777	775	783	526	495	857	747.7
	Total	1348	1282	1288	1263	1233	1261	1263	1261	1255	1018	979	1348	1233.3
University Advancement														
	Ben-Elig Staff	45	45	46	46	43	43	46	46	45	46	45	44	45.0
	Non-Ben Elig Staff	4	4	4	2	1	1	0	0	1	1	1	2	1.8
	Ben-Elig Students	1	1	1	1	1	1	1	1	1	1	1	1	1.0
	Non-Ben Elig Students	24	22	22	19	19	20	21	20	28	24	25	24	22.3
	Total	74	72	73	68	64	65	68	67	75	72	72	71	70.1
Athletics														
	Ben-Elig Staff	93	94	95	95	95	96	96	95	96	96	93	93	94.8
	Non-Ben Elig Staff	13	14	13	15	17	20	19	18	18	13	13	8	15.1
	Ben-Elig Students	0	0	0	0	0	0	0	0	0	0	0	0	0.0
	Non-Ben Elig Students	149	155	158	166	164	169	148	149	143	95	50	75	135.1
	Total	255	263	266	276	276	285	263	262	257	204	156	176	244.9

McBride, John E

From:	McBride, John E
Sent:	Wednesday, September 23, 2015 8:55 AM
To:	Bonner, Katie; Brandenburg, Bobbie J; Brewer, Lynn Ann; Cameron, Margie; Corley, Pat; Coyle, Tammy L; Cuellar, Leah N; De La Cruz, Deborah A; Duggins, Teresa A; Duran, Patricia A; Eriksen, Julie A; Gonzalez, Lisa S; Hollensbe, Karen A; Keilers, Cynthia V; Leamons, Mark; Lund, Jeffrey N; Moore, Marsha M; Moritz, Michelle D; Ramirez, Sandra L; Salazar, Vanessa A; Selvera, Selma P; Steed, Heather H; Trevino, Rose C; Weaver, Roxana E
Subject:	FW: Top FY 15 HR Priorities
Attachments:	Top FY 15 HR Priorities (Effective 9/1/14)*

All,

I recently sent you our Top FY 16 HR Priorities. Here is a look back at how we did with our Top FY 15 HR Priorities.

As is quite evident, we had a huge year....and some things are carrying over....

Thanks to everyone for all of your hard and dedicated work...without which we could not have attained these accomplishments.

This is a copy of what I sent to Mr. Algoe.

John

From: McBride, John E
Sent: Friday, September 18, 2015 6:17 PM
To: Algoe, Eric
Subject: Top FY 15 HR Priorities

Eric,

I sent you our Top FY 16 HR Priorities a couple of weeks ago.

Here is a look back at how we did with our Top FY 15 HR Priorities.

John

McBride, John E

Subject: Top FY 15 HR Priorities (Effective 9/1/14)*

Top FY 15 HR Priorities (Effective 9/1/14)*

1. Preparations and implementation of policies and procedures to put Texas State into compliance with the Affordable Care Act (ACA)**

   Continuing – Was successful in pushing for TSUS to hire a consultant for assistance in interpreting ACA. Worked with TSUS consultant Husch Blackwell to clarify law interpretations which led to VPFSS issuing Interim Guidance to campus 6/11/15 and provided final clarifications/recommendations to VPFSS/President's Cabinet consideration 8/26/15. PC/VPFSS response pending.

2. Preparations and implementation of PeopleAdmin 7.0

   Continuing – Secured approval to add onboarding module as well as funding for IT person to be trained as a Certified Administrator for PeopleAdmin product in Spring 2015. Focus groups, training, and module development continued during 2015 with a tentative projected rollout of November 2015.

3. Preparations and implementation of Sibson Performance Evaluation Process recommendations approved by President's Cabinet

   Accomplished – Phase II (Design) completed June 5, 2015.
   Continuing – President's Cabinet approved Phase III (Implementation) contract which kicked off June 5, 2015. Implementation tentatively scheduled June 1, 2016.

4. Smooth transfer and integration of two new positions to Professional Development to include the ultimate function, organization placement and duty determination of the positions, progress on the credentials/training tracking project, development of focused professional development/training programs needed by employees to better perform their jobs, and completion of the unfinished FY 14 initiatives of development of separate training courses for managers and frontline supervisors.

   Accomplished – New positions from Facilities transferred to Professional Development 9/1/14.
   Continuing – Work continues on credentialing project with Environmental Health and Safety, Facilities, and IT personnel.
   Continuing – Work continues on the development of separate training course for managers and first line supervisors. Primary responsibility for project shifted from Professional Development to the Organizational Development Specialist April 2015.

5. Preparation and implementation of policies and procedures required of Human Resources to put Texas State into compliance with Title IX requirements**

   Accomplished - TSUS Sexual Misconduct Policy and Procedures approved and placed on the web by Equity and Access (E&A). HR collaborated with E&A to set procedures for use of the staff grievance procedure re: certain appeals of decisions reached under the procedures of the TSUS Sexual Misconduct policy.

6. Update the New Employee Orientation (Onboarding) Program

Continuing – Visits to universities completed, focus groups held, and proposed update recommendations expected October 2015.

7. **Develop and implement policies, procedures, and online reporting tools to put Texas State into compliance with The Vietnam Era Veterans Readjustment Assistance Act (VEVRAA), updated Section 504 of the Rehabilitation Act of 1973 (re: individuals with disabilities reporting), Outside Employment requirements (TSUS Regents Rules), and Nepotism requirements (TSUS Regents Rules)****

   Accomplished – UPPS 04.04.06 Additional State Employment and Outside Employment Activities updated effective 7/31/14 to comply with TSUS Regents Rules and new online reporting procedure/form implemented January 2015.
   Accomplished – UPPS 04.04.07 Nepotism and Related Employment updated effective 6/8/18 to include a real time online reporting procedure/form to report relatives working at Texas State.
   Accomplished – Integrated Voluntary Self-Identification of Disability form as required by OFCCP into employment process and developed online form for new hires and current employees.

8. **Develop policies to insure appointments of Graduate Research Assistants and Interns are in compliance with the US Department of Labor (DOL) definitions and requirements for these designations****

   Accomplished – President's Cabinet authorized audit of all positions with Graduate Research Assistant (GRA) title to determine if they met the DOL definitions and requirements. HR, with the assistance of Academic Affairs, audited 365 positions and found 168 (46%) that did not meet the federal requirements. New procedures were set up to audit all position requests for the GRA title effective 9/1/15. GRA positions not making GRA status were given the Graduate Assistant (GA) title, classified as exempt or non-exempt as appropriate, and determined to be employees and, therefore, required to meet timekeeping, leave, and other HR policies applicable to student employees.

9. **Initiate Document Imaging of HR files**

   Accomplished – Effective 9/1/14 new imaging equipment installed with one HR employee increased FTE from 75% to 100% and two additional student employees in Summer 2015 hired to focus on this project.
   Continuing – Imaging for our estimated 1 million plus documents continues with project estimated to be about 5% complete as of 8/31/15.

10. **Revise University Leave Policy (UPPS 04.04.30) to include process changes for routing medical documentation (as recommended by TSUS Associate General Counsel)**

    Accomplished – UPPS 04.04.30 University Leave Policy revised effective 1/27/15 to include routing changes recommended by the TSUS Associate General Counsel.

11. **Implement pilot program to expand Employee Wellness program**

    Accomplished – Pilot program planning initiated Fall 2014 with expanded program launched January 2015
    Continuing – President's Cabinet approved pilot program 8/25/15 to continue through 8/31/16 on temporary funding with consideration for permanent funding scheduled in early spring 2016.

12. **Revise Staff Discipline (UPPS 04.04.40) and Grievance Procedure (UPPS 04.04.41) policies to be in compliance with revised TSUS Regents Rules****

    Accomplished – UPPS 04.04.40 Disciplining and Terminating Staff Employees approved with effective date of 7/1/2015

Accomplished – UPPS 04.04.41 Staff Employee Mediation and Grievance Policy approved with effective date of 6/18/15

13. **Implement new tracking and reporting systems for employee relations issues including performance improvement plans**

    Accomplished – System completed with go-live July 23, 2015

14. **Work with TSUS General Counsel to review and revise Staff Ethics Compliance Program as required by the TSUS****

    Accomplished – Staff Ethics Compliance Program revised at university level
    Continuing – Actions required of TSUS Office by Regents Rules still not implemented and Texas State and other components are awaiting direction.

15. **Implement Reasonable Drug Suspicion training for supervisors as required by UPPS 04.04.18**

    Continuing – Training video with final edits from third party vendor Visify under review with roll-out expected October 2015.

16. **Continue to explore feasibility of implementing a temporary services employment operation out of Human Resources**

    Continuing – Placed on hold due to lack of resources to implement and run such an operation.

17. **Complete HR renovations as approved by the VPFSS and President**

    Accomplished – Renovation of JCK 340 and 360 – April 2015
    Continuing – Renovation recommendations for JCK 314 submitted and approved by President 8/24/15. Project start date is TBD.

***Priorities and order subject to change at discretion of Assistant Vice President for Human Resources**
****Priority based on a federal, state, or Regents requirement**

McBride, John E

From:	McBride, John E
Sent:	Friday, January 22, 2016 4:50 PM
To:	Nusbaum, Nancy
Subject:	RE: 2014-2015 Annual University Plan Progress Reporting
Attachments:	2014-2015 Plan Progress Template - Non-Academic.doc; FW: 2014-2015 Annual University Plan Progress Reporting

Nancy,

Attached is our 2014-2015 Annual University Plan Progress Report. Also attached is the listing of "Number and list of newly created positions" as required under 5.2. These are new positions approved through the audit process.

John

From: Nusbaum, Nancy
Sent: Tuesday, January 12, 2016 3:06 PM
To: Guerra, Juan M; Borgonah, Darryl J; Thyberg, Gordon M; McBride, John E; Van Vlack, Valarie R; Root, John R; Clark, Marvin Russell
Cc: Prado, Patricia A; Holesovsky, Carolyn S; Munoz, Karen; Olivo, Melinda M; Keilers, Cynthia V; Schaffer, Crystal M; Gonzales, Mary Alice; Tate, LaDonna L
Subject: FW: 2014-2015 Annual University Plan Progress Reporting

Please review the following email, particularly the highlighted paragraph. Please return the template to me, updated, **no later than 5:00 p.m. January 22.** I will need time to pull everyone's responses together and then Mr. Algoe will need time to review and edit if necessary.

Nancy Nusbaum
Associate Vice President for Finance and Support Services Planning
Texas State University
San Marcos, Texas 78666
512-245-2244 (wk)
512-245-2033 (fax)

From: Prado, Patricia A
Sent: Wednesday, January 06, 2016 4:26 PM
To: Nusbaum, Nancy
Subject: FW: 2014-2015 Annual University Plan Progress Reporting

FYI.

Patricia Prado
Executive Assistant
Vice President for Finance and Support Services
Texas State University
601 University Dr., JCK 920
San Marcos, TX 78666
512-245-2244

From: Garza, Ana Lisa
Sent: Wednesday, January 06, 2016 11:00 AM
To: Algoe, Eric; Bourgeois, Eugene J; Breier, Barbara E; Brittain, Vicki S; Pierce, Ken; Smith, Joanne H; Teis, Lawrence B
Cc: Alejandro, Tamara L; Barker, Jennifer M; Chafin, Lora Ann; Henry, Jessica L; Prado, Patricia A; Rodriguez, Stacey M; Stampley, Christie Z; Trauth, Denise M; Wuest, Beth E; Lamm, Cathy L; Mendoza, Mary Ann
Subject: 2014-2015 Annual University Plan Progress Reporting

Colleagues,

In fall 2012, Texas State implemented our 2012-2017 University Strategic Plan. It is now time to review third-year progress made towards achieving our stated goals, initiatives, and key performance indicators. Annual Plan progress reporting ensures continued institutional effectiveness that is well-documented and openly communicated. As a result, I am asking you to provide information about any and all progress toward our Plan that occurred in the 2014-2015 academic/fiscal year.

A template for presenting information regarding 2014-2015 progress on the Plan is attached. Note statements indicating primary responsibility for reporting on each of the initiatives have been included in red ink. **Reporting should be limited to "new" or "modified" programs and activities that were implemented during the 2014-2015 academic/fiscal year, and *should not* include "ongoing" activities that have already been institutionalized.** If you have no information to add to any of the categories, simply put "N/A" in the associated blank.

In addition, key performance indicators (KPIs) are included for each initiative within the Plan. These KPIs will focus the responses and allow for similar reporting from division to division. They also intentionally highlight division and university priorities and establish continuity from year to year in reporting.

Please submit progress reports, using the template provided, to me at lisagarza@txstate.edu by **Friday, February 5, 2016**. If you have any questions or require assistance, please do not hesitate to contact me at 245-2780.

Thanks,

Lisa Garza, Ph.D.
Director, University Planning & Assessment
Instructor, University Seminar
Texas State University
601 University Drive
San Marcos, Texas 78666
Phone: (512) 245-2780
Fax: (512) 245-2706

Texas State University

2012-2017 University Goals, Initiatives, and Indicators*

(*All responses for identified indicators should include only current-year data, unless otherwise noted)

2014-2015 Plan Progress

Goal 1: Promote academic quality by building and supporting a distinguished faculty.

1.1 Increase average full-time faculty salaries at all ranks. (Provost)

Key Performance Indicators*:

- Median salary levels for each rank including professor, associate professor, assistant professor, and lecturer

1.2 Increase number of full-time faculty as a percent of all faculty FTE. (Provost)

Key Performance Indicators*:

- Number and percent of full-time faculty including tenured administrators

1.3 Provide merit increases and other recognitions based on performance in order to retain highly competent faculty. (Provost)

Key Performance Indicators*:

- Merit increases awarded/not awarded
- List of new recognitions received

1.4 Provide a university infrastructure (including equipment and facilities) to support teaching, research, and scholarly and creative activity. (Provost, VPFSS, VPIT)

Key Performance Indicators*:

- Number and dollar value of facility upgrades made this year
- Major equipment purchases and acquisitions
- Number of Library expansions
- Number of Technology Resource developments

1.5 Offer academic programs that are nationally and internationally competitive. (Provost)

Key Performance Indicators*:

- List of current national/international program recognitions
- List of current national/international student awards and recognitions
- Number of academic programs accredited or reaccredited

1.6 Strengthen research and scholarly/creative activity efforts through achieving increases in sponsored program expenditures including collaboration across disciplines. (Provost)

Key Performance Indicators*:

- Current sponsored program expenditure dollars
- List of new cross-discipline collaborative sponsored programs

1.7 Provide start-up funds in order to attract and retain distinguished faculty to conduct research and attract external grants. (Provost, VPIT)

Key Performance Indicators*:

- Academic start-up dollars awarded (division and college)
- Library start-up funds awarded

1.8 Support faculty efforts in international research. (Provost)

Key Performance Indicators*:

- List of new international research efforts and scholarly/creative activities
- International travel funds provided (division and college)
- Number of Fulbright Research Scholars and other international fellowships
- Number of visiting scholars supported
- List of new technology support activities for international research

1.9 Pursue National Research University Fund (NRUF) eligibility. (Provost, VPIT, VPUA)

Key Performance Indicators*:

- NRUF Eligibility
  - Total restricted research expenditures
  - Total endowment funds
  - Number of doctor of philosophy (PhD) degrees awarded
  - Percentage of first-time entering freshmen in the top 25% of their high school class
  - Average SAT and ACT scores of first-time entering freshmen
  - Status as a member of the Association of Research Libraries, having a Phi Beta Kappa chapter, and Phi Kappa Phi chapter
  - Number of tenured/tenure-track faculty who have achieved national or international distinction through recognition as a member of one of the national academies, are Nobel Prize recipients, and have received other faculty awards as designated in the NRUF eligibility criteria.
  - Number of graduate level programs and graduation rates for master's and doctoral programs

1.10 Increase Texas Research Incentive Program (TRIP) awards. (Provost)

Key Performance Indicators*:

- Number and total dollar amounts of TRIP-eligible submissions/awards
- Total dollar amount of matching funds received from TRIP for the year

Goal 2: Provide opportunities for a public university education and contribute to economic and cultural development.

2.1 Move forward on the goals of participation, success, and excellence. (Provost)

Key Performance Indicators*:

- Freshman class size compared to prior year and percent change
- Overall enrollment compared to prior year and percent change
- Overall African American and Hispanic enrollments compared to enrollments of previous year
- Rate of participation (applications for admission) and success (freshman to sophomore retention rate and graduation rates)

2.2 Continue engagement in the economic development of the region. (Provost)

Key Performance Indicators*:

- List of current economic collaborations with external constituents
- Number of clients in STAR Park
- Number of clients, job creation and retention, business starts and expansions, and cultural infusion in Small Business and Development Center (SBDC)
- Number of clients in the Office of Commercialization and Industry Relations (OCIR)

2.3 Continue engagement in the cultural development of the region. (All Divisions)

Key Performance Indicators*:

- List of current cultural collaborations with external constituents (e.g., Wittliff program development, lecture series, performance and creative arts events)

2.4 Increase undergraduate student scholarships and graduate student financial support in an effort to improve recruitment and retention of students. (Provost)

Key Performance Indicators*:

- Number of new scholarships awarded
- Number of new merit scholarships awarded
- Total dollar amounts of new scholarships and average award amounts
- Other dollars contributed toward undergraduate and graduate student financial support (division and college)
- Percentage increase in salary levels for graduate assistants

2.5 Internationalize the curriculum. (Provost)

Key Performance Indicators*:

- Number and list of new/revised courses and programs with international content
- Number of faculty participants in globalization workshops

2.6 Encourage faculty and students in pursuing global academic experiences. (Provost, VPSA)

Key Performance Indicators*:

- Number of faculty-led study abroad programs
- Number of students studying abroad
- Number of Fulbright Teaching Scholars
- Number and list of student international research efforts and scholarly/creative activities (presentations, papers, etc.)
- Number and list of student international teaching activities
- Number and list of student international service activities
- Dollars contributed toward study abroad scholarships
- Number of institutionally-recognized international exchange programs
- Number and list of countries impacted
- Number and list of staff-led international experiences

2.7 Maintain a vigorous, targeted recruitment and marketing campaign. (Provost, VPSA)

Key Performance Indicators*:

- List of new or major modifications to undergraduate and graduate recruitment initiatives
- List of new or major modifications to marketing efforts implemented

2.8 Recognize the role of Athletics in developing the image of the university and enhancing economic and cultural development. (Provost, Athletics)

Key Performance Indicators*:

- Number and list of new Texas State athletic advertisements placed
- List of all athletic events on local or national television
- Average number of athletic events each year, home and away
- Total economic impact from athletic events on local community
- Product licensing income for the year and new licenses added around the State of Texas
- Increase in membership for Bobcat Club for the year

2.9 Expand delivery of distance learning. (Provost)

Key Performance Indicators*:

- Number of new online and hybrid SCH as a percent of overall offered

Goal 3: Provide a premier student-centered, educational experience that fosters retention and success.

3.1 Increase student retention and graduation rates. (Provost)

Key Performance Indicators*:

- Student retention rates compared to prior year (college and institutional)
- Student graduation rates compared to prior year

3.2 Create and deliver co-curricular experiences to promote student success. (Provost, VPSA)

Key Performance Indicators*:

- Number and list of new co-curricular activities provided
- Number of attendees at each co-curricular event

3.3 Enhance quality and consistency of academic advising services. (Provost)

Key Performance Indicators*:

- Number of students served (i.e., walk-in, email, phone, appointment, social media)
- List of professional development opportunities provided to academic advisors for consistent messaging
- Number of external professional development opportunities attended by how many advisors
- Number and list of current internal and external awards and recognitions received by advisors
- Advisor/student ratios compared to prior year

3.4 Enhance the Honors College to better attract and engage high achieving students. (Provost)

Key Performance Indicators*:

- Number and percent of students enrolled in Honors College compared to prior year
- Number of Honors sections offered
- Number of Honors College graduates compared to prior year

3.5 Recognize and support intercollegiate athletics and the arts as vehicles to promote a well-rounded collegiate experience for all students. (Provost, Athletics)

Key Performance Indicators*:

- Number and list of events (athletic and artistic) provided for the year
- Average number of students that attend sporting events
- List of promotions and collaborations with student groups to engage them in athletics
- Number and list of new academic support initiatives provided to student athletes

3.6 Assess outcomes (student learning, administrative support, academic and student support, research, community/public service, and general education) to ensure continuous improvement and student success. (Provost will provide overall response; other Divisions will respond on how they modified or improved outcomes)

Key Performance Indicators*:

- Examples of new selected improvement efforts implemented as a result of assessment findings
- Number and percent of programs completing outcomes assessment
- Number and percent of completed audits

3.7 Utilize program review and accreditation processes to improve academic, administrative, and student support programs to foster student success. (Provost)

Key Performance Indicators*:

- Number of program reviews completed and number submitted to THECB
- Examples of selected program improvements made based on program review/accreditation findings

- Percent of academic program reviews with all items scored "acceptable" or higher

3.8 Broaden efforts to facilitate successful transition of students to the workplace and graduate/professional education. (Provost, VPSA)

Key Performance Indicators*:

- Number and list of career support programs provided
- Number and list of academic outreach and recruitment efforts
- Number and list of new companies recruiting at Texas State
- Number and list of employers conducting on-campus interviews
- Number and list of career fairs, including number of employers attending fairs
- Number of internships completed by students
- Number and list of programs and events to prepare students for graduate/professional education
- Number and list of alumni-supported career events and initiatives to support student networking and career success
- Number and list of on-campus student employment career preparation programs and initiatives
- Number of face-to-face career counseling appointments
- Number of PACE career counseling sessions

3.9 Continue faculty and student information literacy initiatives that support student learning. (VPIT)

Key Performance Indicators*:

- Number of literacy sessions provided
- Number of faculty and students served

3.10 Implement Personalized Academic and Career Exploration (PACE) to foster retention and success. (Provost, VPSA)

Key Performance Indicators*:

- Number of freshman students served
- Number and list of support programs provided
- QEP successes based on outcomes achievement and continuous improvement

Goal 4: Enrich our learning and working environment by attracting and supporting a more diverse faculty, staff, and student body.

4.1 Attract and retain a diverse faculty and staff. (Provost)

Key Performance Indicators*:

- Number and percent of female full-time faculty and staff compared to prior year
- Number and percent of African American, Hispanic, and other minority faculty and staff compared to prior year

4.2 Remain a Hispanic Serving Institution. (Provost)

Key Performance Indicators*:

- Number and percent of Hispanic student enrollment compared to prior year
- Number and percent of Hispanic student graduates compared to prior year
- Number and percent of Hispanic students retained compared to prior year

4.3 Enhance student recruitment, retention, and support programs for all racial, ethnic, gender-based, and international groups. (Provost, VPSA, SA/P)

Key Performance Indicators*:

- Examples of new academic, student support, and administrative programs provided
- Number of students served with support activities
- Number and list of new recruitment activities
- Number and list of new academic, student support, and administrative retention activities

4.4 Expand efforts to promote diversity and inclusion among all faculty, staff, and students. (Provost, VPSA, SA/P)

Key Performance Indicators*:

- Examples of new/modified academic programs that added multicultural or multi-perspective content
- Number of new/revised courses with multicultural or multi-perspective content
- Examples of new academic, student support, and administrative programs/activities provided (e.g., activities related to Common Experience)
- Number of individuals served in academic, student support, and administrative programs/activities

4.5 Seek historically underutilized business suppliers. (VPFSS)

Key Performance Indicators*:

- Number of active HUB vendors compared to previous year
- Percentage of construction value issued to HUB vendors
- Number of active mentor/protégé partnerships compared to previous year
- Percent of total university procurement with HUB vendors compared to previous year

Goal 5: Develop and manage human, financial, physical, and technological resources effectively, efficiently, and ethically to support the university's mission.

5.1 Increase average full-time staff salaries in all categories. (VPFSS)

Key Performance Indicators*:

- Percent increase in average salary levels for all categories

EEO Category	FY 14	FY 15	% Change
Admin	$106,999	$111,348	4.1%
Professional	$57,816	$ 60,504	4.6%
Clerical	$36,773	$38,675	5.1%
Technical	$45,431	$ 47,832	5.3%
Skilled Craft	$42,218	$ 44,071	4.4%
Service	$26,759	$ 27,874	4.1%

5.2 Increase number of full-time staff as a percent of all staff FTE. (VPFSS)

Key Performance Indicators*:

- Number and percent increase in full-time staff compared to prior year
- Number and list of newly-created positions

Regular staff as of August 31:

2014 - 2051
2015 - 2115
Increase of 44 employees = 2.2%

80 new staff positions approved by audit in FY 15 (new position listing attached)

5.3 Provide merit increases and other recognitions based on performance in order to retain highly competent staff. (All Divisions)

Key Performance Indicators*:

- Merit increases awarded/not awarded
- List of recognitions received

MERIT (University)

Merit eligible - 1835
Merit awarded - 1587
Merit not awarded - 248
(86% of eligible employees received merit award)

RECOGNITIONS (Human Resources)

Employee of the Month - 1 (Karen Hollensbe)
FSS Quarterly Team Award - Employee Wellness Fair Team - 3 employees
Employee Performance Awards - 20 employees

5.4 Maintain a physical setting that presents Texas State as a premier institution. (VPFSS)

Key Performance Indicators*:

- Number and list of new repair and renovation projects completed
- Number and list of new campus enhancement projects completed
- Number and list of new ADA modification projects completed

5.5 Implement the Campus Master Plan update for 2012-2017 to ensure it meets the needs of the University. (VPFSS)

Key Performance Indicators*:

- Number and list of capital projects completed
- Total cost of capital projects completed
- Number and list of property acquisitions
- Number and list of new "gray to green" projects completed per the Campus Master Plan

5.6 Maintain compliance with Coordinating Board classroom and class lab space usage efficiency standards. (VPFSS)

Key Performance Indicators*:

- Total hours of classroom type activity taught anywhere on campus divided by total number of classrooms must equal or exceed 45 hours per week
- Total hours of classroom lab type activity taught anywhere on campus divided by total number of class labs must equal or exceed 35 hours per week
- Total number of weekly minutes taught in classrooms divided by 50 minutes and divided by total number of classrooms must equal or exceed 38 hours per week
- Total number of weekly minutes taught in class labs divided by 50 minutes and divided by total number of class labs must equal or exceed 25 hours per week
- Student station occupancy in classrooms is 65% or above for classrooms
- Student station occupancy in class labs is 75% or above for class labs

5.7 Expand and support professional development opportunities for faculty and staff. (Provost, VPFSS)

Key Performance Indicators*:

- Examples of major new internal professional development workshops offered at main campus and Round Rock campus
- Examples of major new internal faculty development sessions offered
- Total number of faculty served through internal faculty development sessions
- Total number of staff served through internal professional development sessions

- Examples of external faculty development opportunities attended by faculty
- Examples of external professional development opportunities attended by staff
- Number of faculty developmental and supplemental leaves awarded

Examples of major new internal professional development workshops offered at main campus and Round Rock campus:

Outcomes Assessment Series - 6
Surveys 101 Series - 4
Financial Education Series - 2
Health and Wellness Lunch and Learn - 9 (main campus only)
New workshops on variety of topics - 19

Total number of faculty served - 220
Total number of staff served - 4135

5.8 Support structured, standards-driven web course development and programs that enable faculty to appropriately integrate technology into the teaching-learning process. (Provost, VPIT)

Key Performance Indicators*:

- Examples of new web-based courses offered compared to prior year
- Number of faculty completing distance education training
- List and dollar amount of new resources provided to support distance learning
- List and dollar amount of new resources provided to support technology in the teaching and learning process
- Number and list of current excellence in online teaching awards

5.9 Reduce deferred maintenance in existing facilities. (VPFSS)

Key Performance Indicators*:

- List and total cost of deferred maintenance projects completed

5.10 Ensure compliance with SACSCOC standards to continuously improve overall institutional effectiveness. (Provost)

Key Performance Indicators*:

- Number and list of major process improvements made to address specific SACSCOC standards
- Number of IE Council meetings held and level of participation
- Number of disseminations of SACSCOC-related information

5.11 Effectively engage alumni and external constituents to influence and generate human and financial capital opportunities. (Provost, VPUA)

Key Performance Indicators*:

- Number and list of alumni and new external constituent (parents, families, businesses) outreach activities
- Total annual value of alumni and external constituent contributions
- Number and percent of alumni donating to Texas State
- Number and percentage of alumni who have graduated in the last five years that donate to Texas State
- Number of alumni volunteering their time on behalf of Texas State (e.g., board participation, Chapter leadership, guest speakers, faculty, advisory boards, judges, research)
- List of new student and alumni collaboration efforts (e.g., conferences, mentoring)
- Number and list of recognized alumni achievements
- Number of events and total participation at Alumni Association sponsored and co-sponsored events
- Number of recognized alumni chapters, number of alumni chapter hosted events, and annual participation at these events

5.12 Assess the needs and opportunities to refine Alkek Library utilization to improve support for the achievement of faculty and student instruction and research. (VPIT)

Key Performance Indicators*:

- Number and list of library assessment activities
- Number and list of library improvements made

5.13 Ensure regulatory compliance, environmentally responsible and sustainable practices and the efficient use of energy and water resources. (VPFSS)

Key Performance Indicators*:

- Percent of campus electric usage per square foot increase/decrease compared to prior year
- Percent of campus natural gas consumption per square foot increase/decrease compared to prior year
- Number and list of awards/recognitions for environmentally responsible practices
- Number and list of new environmentally responsible activities implemented
- Number of new activities implemented as a result of external audit findings

5.14 Leverage Enterprise Resource Planning (ERP) and other technology investments to continually improve campus business and instructional support activities. (VPFSS, VPIT)

Key Performance Indicators*:

- Narrative list of campus business improvements enabled or enhanced by technology
- Number and list of new and enhanced instructional support activities provided

New tracking process in SAP put into place to identify and track expiration dates (includes automatic electronic notices of expiration) for various federal/state licenses and credentials required for specific positions held by Texas State employees.

Implemented online process for employees to report outside employment and activities for approval and compliance with the Outside Employment policy.

Implemented online form for employees to complete the new federal Voluntary Self-Identification of Disability Form.

Implemented online process for employees to self-report relatives working for Texas State and developed reports for the analysis and tracking for compliance with the Nepotism policy.

5.15 Implement fundraising initiatives to help achieve strategic plan goals. (VPUA)

Key Performance Indicators*:

- Total dollar amount raised for the year
- Total dollars raised per strategic fundraising priority area

5.16 Promote a safe and secure environment. (VPSA, SA/P)

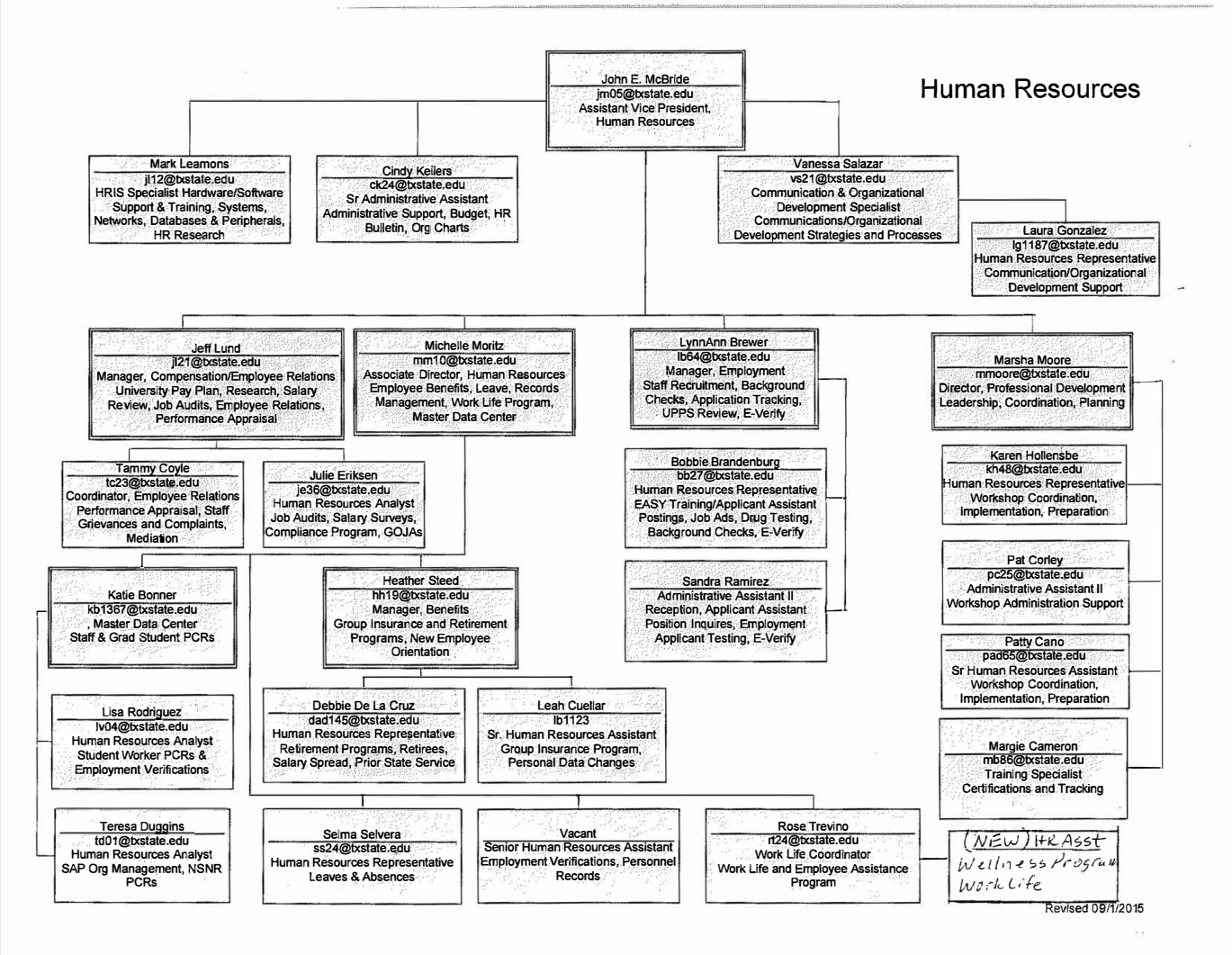
Key Performance Indicators*:

- Number and list of new safety/security support activities introduced
- Increase/decrease in crime statistics
- Number of new educational activities related to applicable laws and regulations (e.g., Title IX, Campus Save Act, Violence Against Women Act)
- Percent of required policy and procedure statements updated for the year as a result of applicable laws and regulations (e.g., Title IX, Campus Save Act, Violence Against Women Act)
- Number and percent of faculty, staff, and students that have received training related to applicable laws and regulations (e.g., Title IX, Campus Save Act, Violence Against Women Act)

FISCAL YEAR 2016

Human Resources Employees
Fiscal Year 2016

Name of Employee	Job Title	Subgroup	FTE
Ms Kathryn L Bonner	Human Resources Analyst	12 Mo Ex Salaried	100.00
Mrs Bobbie J Brandenburg	Human Resources Representative	12 Mo NE Salaried	100.00
Mrs LynnAnn Hien Brewer	Mgr, Employment	12 Mo Ex Salaried	100.00
Margaret Velma Cameron	Training Specialist	12 Mo Ex Salaried	100.00
Ms Patsy N Corley	Administrative Asst II	12 Mo NE Salaried	100.00
Mrs Tammy Lee Coyle	Coord, Employee Relations	12 Mo Ex Salaried	100.00
Mrs Leah N Cuellar	Sr Human Resources Assistant	12 Mo NE Salaried	100.00
Mrs Deborah Ann De La Cruz	Human Resources Representative	12 Mo NE Salaried	100.00
Mrs Teresa A Duggins	Human Resources Assistant	12 Mo NE Salaried	100.00
Mrs Patricia Duran Cano	Sr Human Resources Assistant	12 Mo NE Salaried	100.00
Mrs Julie A Eriksen	Human Resources Analyst	12 Mo Ex Salaried	100.00
Ms Lisa Silguero Gonzalez	Human Resources Analyst	12 Mo Ex Salaried	100.00
Mrs Karen Ann Hollensbe	Human Resources Representative	12 Mo NE Salaried	100.00
Mrs Cynthia V Keilers	Sr Admin Asst	12 Mo NE Salaried	100.00
Mr John Mark Leamons	HR Info Systems Specialist	12 Mo NE Salaried	100.00
Mr Jeffrey N Lund	Mgr, Compensation & Employee Relations	12 Mo Ex Salaried	100.00
Mr John E McBride	Asst VP, Human Resources	12 Mo Ex Salaried	100.00
Ms Marsha M Moore	Dir, Professional Development	12 Mo Ex Salaried	100.00
Ms Michelle D Moritz	Assoc Dir, Human Resources	12 Mo Ex Salaried	100.00
Ms Sandra Lee Ramirez	Administrative Asst II	12 Mo NE Salaried	100.00
Ms Vanessa Andrea Salazar	Communication and OD Specialist	12 Mo Ex Salaried	100.00
Mrs Selma P Selvera	Human Resources Representative	12 Mo NE Salaried	100.00
Ms Heather M Houston	Mgr, Benefits	12 Mo Ex Salaried	100.00
Ms Rose C Trevino	Work Life Coordinator	12 Mo Ex Salaried	100.00
Mrs Roxana E Weaver	Mgr, HR Master Data Center	12 Mo Ex Salaried	100.00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(NEW) HR Asst
Wellness Program
Work Life
Revised 09/1/2015

FY16 Headcount by Division

		Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Avg
Office of President														
	Ben-Elig Staff	19	19	19	19	21	20	20	21	21	21	21	22	20.3
	Non-Ben Elig Staff	2	2	2	2	2	2	2	2	2	2	3	2	2.1
	Ben-Elig Students	2	2	1	1	1	1	1	2	2	2	2	2	1.6
	Non-Ben Elig Students	4	5	3	6	6	6	6	6	5	5	4	3	4.9
	Total	27	28	25	28	30	29	29	31	30	30	30	29	28.8
Information Technology														
	Ben-Elig Staff	294	296	299	298	296	295	297	298	297	297	295	293	296.3
	Non-Ben Elig Staff	3	4	5	5	5	4	5	6	9	9	9	9	6.1
	Ben-Elig Students	11	11	11	11	11	12	11	12	7	8	8	6	9.9
	Non-Ben Elig Students	244	243	247	230	239	251	254	249	205	170	166	225	226.9
	Total	552	554	562	544	551	562	567	565	518	484	478	533	539.2
Academic Affairs														
	Ben-Elig Faculty	1448	1447	1449	1446	1443	1447	1448	1449	1444	1402	1397	1399	1434.9
	Non-Ben Elig Faculty	508	501	488	478	494	473	472	473	474	491	525	531	492.3
	Ben-Elig Staff	765	775	783	790	791	799	807	798	795	802	801	810	793.0
	Non-Ben Elig Staff	101	102	100	100	104	110	113	105	111	143	136	96	110.1
	Ben-Elig Students	892	899	900	881	874	896	901	901	868	664	666	668	834.2
	Non-Ben Elig Students	1609	1642	1598	1544	1492	1612	1679	1668	1369	944	870	1094	1426.8
	Total	5323	5366	5318	5239	5198	5337	5420	5394	5061	4446	4395	4598	5091.3
Finance & Support Services														
	Ben-Elig Staff	485	486	486	489	487	485	489	489	487	490	492	491	488.0
	Non-Ben Elig Staff	11	11	10	12	13	11	10	9	14	10	7	13	10.9
	Ben-Elig Students	1	1	1	1	1	1	1	1	0			1	1.0
	Non-Ben Elig Students	166	169	171	159	160	167	173	172	142	124	131	161	157.9
	Total	663	667	668	661	661	664	673	671	643	624	630	666	657.6
Student Affairs														
	Ben-Elig Staff	428	429	427	431	432	430	430	435	432	425	431	433	430.3
	Non-Ben Elig Staff	40	43	39	38	36	41	41	40	37	57	53	56	43.4
	Ben-Elig Students	44	44	45	45	43	42	42	40	27	19	19	20	35.8
	Non-Ben Elig Students	821	844	824	720	751	814	809	812	682	494	483	840	741.2
	Total	1333	1360	1335	1234	1262	1327	1322	1327	1178	995	986	1349	1250.7
University Advancement														
	Ben-Elig Staff	44	46	46	46	44	45	47	47	49	49	49	50	46.8
	Non-Ben Elig Staff											1	1	1.0
	Ben-Elig Students	3	3	3	2	2	3	3	3	2	1	1	1	2.3
	Non-Ben Elig Students	25	27	25	21	19	21	25	25	15	14	12	15	20.3
	Total	72	76	74	69	65	69	75	75	66	64	63	67	69.6
Athletics														
	Ben-Elig Staff	94	95	95	97	109	104	105	98	94	93	93	92	97.4
	Non-Ben Elig Staff	14	13	13	12	12	10	10	9	8	8	7	10	10.5
	Ben-Elig Students	0											0	0.0
	Non-Ben Elig Students	131	144	122	115	126	135	118	118	113	65	51	80	109.8
	Total	239	252	230	224	247	249	233	225	215	166	151	182	217.8

McBride, John E

From: McBride, John E
Sent: Friday, August 26, 2016 2:09 PM
To: Algoe, Eric
Subject: Re: Top FY 2016 HR Priorities
Attachments: Top FY 16 HR Priorities (Effective 9/1/15)

Eric...FYI

Here is our assessment of how we did re: our top HR priorities for FY 2016.

Will be sending FY 17 shortly.

John

1

McBride, John E

Subject: Top FY 16 HR Priorities (Effective 9/1/15)

Top FY 16 HR Priorities (Effective 9/1/15)*

1. Continue with implementation of the Affordable Care Act (ACA) to include monitoring for compliance through tracking reports and production of 1095-C forms.**

   Accomplished – Developed tracking process for HR. Produced 1095-C forms for CY 2015 by the March 31, 2016 deadline.
   Continuing – Intend to develop tracking reports as a tracking tool for individual departments.

2. Finalize preparations and implement PeopleAdmin upgrade to Version 7.0 to include adding Position Management and Onboarding modules.

   Accomplished – Implemented Version 7.0 for staff January 2016, including position management module, and faculty June 2016 for postings. Provided implementation training and secured training for a Certified PeopleAdmin Administrator (Texas State on-site system expert).
   Continuing – Preparations for integration of Onboarding module and requested additional data integration tool for PeopleAdmin and SAP.

3. Complete design and implement new staff performance management system in partnership with Sibson Consulting.

   Accomplished – Design in partnership with Sibson Consulting
   Accomplished – Phase I implementation performance management plan training
   Continuing – Phase II implementation performance management self-assessment and manager assessment training
   Continuing – Phase II training of supervisors and non-supervisory staff re: performance assessment

4. Implement Legislative changes (84th Texas Legislature)**

   -SB 374 – Mandatory E-Verify of all new staff and student hires to include partnering with third party vendor HireRight and move to electronic I-9 process.

   Accomplished – Implemented the HireRight platform for electronic I-9 and E-Verify in September 2015. Implementation included training and coordination with Faculty Records.

   -HB 3337 – Requires tuition and fees for college courses for employees to be paid up front with reimbursement eligibility based on successful completion of course.

   Continuing –Committee working on this priority reworked the entire process for employees from one of waivers to that of reimbursement. Employees taking classes during the fall (2015) and spring (2016) semesters received emails re: their reimbursements in April. The new process was announced to the campus in May. UPPS 04.04.35 has been revised and is currently out for review.

-HB 1771 – Permits employee donations of sick leave to other designated individual employees.

Accomplished – Implemented policy guidelines, process and forms for employees' use.

-SB 805 – Expands definition of veteran's preference and employment opportunity requirements for those qualifying for veteran's preference in employment.

Accomplished – Updated employment application for the new veterans preference requirement, assigned a Veterans Liaison, and created a Veteran information website.
Continuing – Although not required of institutions of higher education, continuing to work on a military crosswalk of military MOS's to Texas State job titles like that required for state agencies.

-HB 1287 – Requires "prominently displayed" website link to the Texas Consumers Resources for Education and Workforce Statistics (CREWS) which is an interactive dashboard tool providing comparative information about Texas public 2-year and 4-year postsecondary institutions (shows value of degrees in salary data from schools by degree).

Accomplished – The CREWS website link was posted to the HR website.

5. Complete Unit Program Review (Peer Review)

   Accomplished – Peer Review on-site visit conducted January 2016; results received February 2016; Plan of Action submitted to VPFSS June 2016; VPFSS approves Plan of Action July 2016.

6. Pass Texas Workforce Commission, Civil Rights Division, audit of Personnel Policies and Procedures**

   Accomplished – On-site audit commenced June 1, 2016 and Texas State was certified as compliant in all categories in July 2016.

7. Complete research and implement total revamp of the university's new employee orientation/onboarding program.

   Accomplished – Launched NEW I and NEW II in May 2015.
   Continuing – Developing milestone checklists for employees and supervisors in employee's first year.

8. Continue, in partnership with Total Wellness, a vastly expanded and upgraded pilot wellness program for Texas State employees to secure permanent funding for the program effective Fall 2016.

   Accomplished – Concluded 2 year pilot program with existing funds through August 2016 and received approval for permanent funding beginning FY 2017.

9. Continue research and implement new first line supervisors and manager courses.

   Continuing – Initial research report (including focus group results) completed July 2016 which identified needs and skill sets for first line supervisors and managers. Curriculum development and implementation planning (including budget) continuing.

10. Revise UPPS's

    -04.04.18 Drug Testing for Non-Faculty Employees – Reasonable suspicion testing process including the role of university police department, introduction of supervisor training video, and use of arrest records.

Accomplished – Supervisor training video complete and in SAP Sandbox for review and comment with expected rollout October 2016.
Accomplished – Received funding to change process with DPS to insure only convictions sent to us on DPS background checks.
Continuing – Process not finalized and put in writing re: role of the University Police Department.

-04.04.03 Staff Employment – E-Verify and electronic I-9's, veterans preference, internal postings, expedited search and temporary employment postings**

Continuing – UPPS not delinquent but out of cycle edits are needed.

-04.04.35 Professional Development and Educational Opportunities – HB 3337 compliance**

Continuing – HB 3337 compliance processes put in place. Revised UPPS is currently out in the review process.

-04.04.30 University Leave Policy – HB 1771 compliance**

Continuing – Policy guidelines need to be officially added into UPPS format.

11. **Continue development of system to identify and track licenses, credentials, and certifications required as condition of employment for holders of certain positions.**

    Continuing – Development is ongoing. On-line training implemented for Hazardous Communication; Spill Prevention, Control and Countermeasure; Illicit Discharge Detection and Elimination; Hazardous Waste; and all nine Student Health Center modules.

    Accomplished –Ethics and Compliance module was transferred from HR Compensation to Professional Development.

12. **Complete total review and revamp of HR website.**

    Continuing – Systematic review of HR website underway in accordance with an approved schedule. Performance Management (February 2016), New Employees (April 2016), and Employment (July 2016) complete with Benefits, Work Life, and Retirees under current review to be followed by Compensation, Employee Relations, Master Data Center and Professional Development. Future sites are being developed as well to include a site for Supervisors, Staff, Researchers, and Veterans. Google Analytics is also being employed as a resource to determine what specific resources are needed within websites.

13. **Develop and publish total compensation tool that can be applied to employees on a personal basis to determine the total compensation value of their employment.**

    Continuing – Worked with IT Business Process Analyst to configure tool in SAP ESS and is in testing phase now.

14. **Continue current document imaging project to move completely from paper to electronic files.**

    Continuing – Have scanned and indexed approximately 80% of student files and have set-up process to scan and index all new employees since Jan 2015 to avoid creating a paper file.

15. **Manage and monitor for compliance new online processes for nepotism reporting, outside employment reporting, and classification/timekeeping for graduate students losing graduate research assistant status.****

Accomplished:

- Nepotism reporting rolled out to staff and students in August 2015 and faculty in September 2015. Won THEHRA Innovation Award June 2016.
- Outside employment rolled out in January 2015 and developed monitoring report for individual departments July 2016.
- Timekeeping process for exempt and non-exempt graduate assistants developed in SAP and implemented September 2015.

16. **Manage and monitor for compliance new employee disciplinary and grievance policies and procedures.**

    Accomplished – Updated policy and procedures to reflect change in Regent's Rules and the discontinuation of the complaint procedures and grievance review board.

17. **Develop policy for interns that meet Department of Labor (DOL) requirements.****

    Continuing – Reviewing processes in collaboration with Career Services to be sure student and non-student federal/state/university issues addressed.

18. **Prepare for HR Office renovations approved by the President.**

    Accomplished – Created five new private offices, installed new carpet, and added soundproofing to existing walls in Suite 314. New offices occupied May 2016.

***Priorities and order subject to change at discretion of Assistant Vice President for Human Resources**
****Priority based on a federal, state, or regent's requirement**

McBride, John E

From:	McBride, John E
Sent:	Tuesday, December 6, 2016 2:01 PM
To:	Nusbaum, Nancy
Cc:	Algoe, Eric
Subject:	FW: 2015-2016 Annual University Plan Progress Reporting
Attachments:	2015-2016 Plan Progress Template - Non-Academic1.doc; Copy of KPIs for FY16- Job Audit List.xlsx

Nancy,

Attached is our revised report including the Recognition items and the new position audit list you requested.

John

From: McBride, John E
Sent: Monday, December 5, 2016 3:00 PM
To: Nusbaum, Nancy <nnusbaum@txstate.edu>
Subject: RE: 2015-2016 Annual University Plan Progress Reporting

Nancy,

OK…Will have for your tomorrow. Also, two awards under recognition got cut off, so I will resubmit with the new position audit list.

John

From: Nusbaum, Nancy
Sent: Monday, December 5, 2016 12:48 PM
To: McBride, John E <jm05@txstate.edu>
Subject: RE: 2015-2016 Annual University Plan Progress Reporting

John,

I also need the list of 74 new staff positions cited in 5.2.

Nancy Nusbaum
Associate Vice President for Finance and Support Services Planning
Texas State University
San Marcos, Texas 78666
512-245-2244 (wk)
512-245-2033 (fax)

From: McBride, John E
Sent: Thursday, December 1, 2016 3:20 PM
To: Nusbaum, Nancy <nnusbaum@txstate.edu>

Cc: Algoe, Eric <ealgoe@txstate.edu>
Subject: RE: 2015-2016 Annual University Plan Progress Reporting

Nancy

Here is HR's 2015-2016 Annual University Plan Progress Reporting information.

John

From: Nusbaum, Nancy
Sent: Monday, November 21, 2016 8:32 AM
To: McBride, John E <jm05@txstate.edu>; Shewan, Thomas F <tfs21@txstate.edu>; Borgonah, Darryl J <borgonah@txstate.edu>; Bisett, David S <db62@txstate.edu>; Reynolds, Chris <cr20@txstate.edu>; Clark, Marvin Russell <mrclark@txstate.edu>; Root, John R <jroot@txstate.edu>; Van Vlack, Valarie R <vv11@txstate.edu>; Thybe Gordon M <gt01@txstate.edu>
Cc: Algoe, Eric <ealgoe@txstate.edu>
Subject: FW: 2015-2016 Annual University Plan Progress Reporting
Importance: High

Please complete ASAP and return.

Everyone – 2.3 if there are any, 3.6 (outcomes), 5.3 (merit), 5.7 (professional development)

John McBride – 5.1 (staff salaries), 5.2 (staff incrases), 5.7 (professional development)

Tom Shewan – 1.4 (facility upgrades), 5.4 (projects completed), 5.5 (projects), 5.9 (deferred maintenance), 5.13 (regulatory compliance)

Darryl – 1.4 (equipment purchases), 4.5 (HUB), 5.14 (business improvements)

Russell – 5.13 (regulatory compliance)

Valarie – 5.14 (business improvements)

Gordon – 5.14 (business improvements)

David – 5.5 (land acquisitions)

Chris – 5.6 (SUE)

Nancy Nusbaum
Associate Vice President for Finance and Support Services Planning
Texas State University
San Marcos, Texas 78666
512-245-2244 (wk)
512-245-2033 (fax)

From: Algoe, Eric
Sent: Friday, November 18, 2016 10:37 AM
To: Nusbaum, Nancy <nnusbaum@txstate.edu>

Subject: Fw: 2015-2016 Annual University Plan Progress Reporting
Importance: High

Fyi

Sent from my Verizon 4G LTE Smartphone

------ Original message------
From: Garza, Ana Lisa
Date: Fri, Nov 18, 2016 10:00 AM
To: Algoe, Eric;Smith, Joanne;Breier, Barbara E;Brittain, Vicki S;Teis, Lawrence B;
Cc: Lamm, Cathy L;Bourgeois, Eugene J;
Subject:FW: 2015-2016 Annual University Plan Progress Reporting

Colleagues,

Please be reminded that 2015-2016 annual plan progress reports were due to my office **by November 4, 2016**. To date, we have not yet received a response from your division. I would appreciate it if you could let me know when I can expect your division report.

Thanks,

Lisa Garza, Ph.D.
Director, University Planning & Assessment
Instructor, University Seminar
Texas State University
601 University Drive
San Marcos, Texas 78666
Phone: (512) 245-2780
Fax: (512) 245-2706

From: Garza, Ana Lisa
Sent: Tuesday, October 04, 2016 10:50 AM
To: Algoe, Eric <ealgoe@txstate.edu>; Bourgeois, Eugene J <eb04@txstate.edu>; Breier, Barbara E <bbreier@txstate.edu>; Brittain, Vicki S <vb01@txstate.edu>; Pierce, Ken <ken.pierce@txstate.edu>; Smith, Joanne H <js14@txstate.edu>; Teis, Lawrence B <lt10@txstate.edu>
Cc: Alejandro, Tamara L <ta14@txstate.edu>; Barker, Jennifer M <jenniferbarker@txstate.edu>; Chafin, Lora Ann <lc39@txstate.edu>; Henry, Jessica L <jh81@txstate.edu>; Prado, Patricia A <pp03@txstate.edu>; Rodriguez, Stacey M <sr27@txstate.edu>; Stampley, Christie Z <cz11@txstate.edu>; Trauth, Denise M <dtrauth@txstate.edu>; Wuest, Beth E <wuest@txstate.edu>; Lamm, Cathy L <cll124@txstate.edu>; Mendoza, Mary Ann <mamendoza@txstate.edu>
Subject: 2015-2016 Annual University Plan Progress Reporting

Colleagues,

Texas State has now completed our fourth year of the 2012-2017 University Strategic Plan. While we have begun the process of creating our new university plan for 2017-2023, we have not yet completed our current planning cycle. It is now time to review fourth-year progress made towards achieving our stated goals, initiatives, and key performance indicators in the current plan. Annual Plan progress reporting ensures continued institutional effectiveness that is well-documented and openly communicated. As a result, I am asking you to provide information about any and all progress toward our Plan that occurred in the 2015-2016 academic/fiscal year.

A template for presenting information regarding 2015-2016 progress on the Plan is attached. Note statements indicating primary responsibility for reporting on each of the initiatives have been included in red ink. **Reporting should be limited to "new" or "modified" programs and activities that were implemented during the 2015-2016 academic/fiscal year, and *should not* include "ongoing" activities that have already been institutionalized.** If you have no information to add to any of the categories, simply put "N/A" in the associated blank.

In addition, key performance indicators (KPIs) are included for each initiative within the Plan. These KPIs will focus the responses and allow for similar reporting from division to division. They also intentionally highlight division and university priorities and establish continuity from year to year in reporting.

Please submit progress reports, using the template provided, to me at lisagarza@txstate.edu by **Friday, November 4, 2016**. If you have any questions or require assistance, please do not hesitate to contact me at 245-2780.

Thanks,

Lisa Garza, Ph.D.
Director, University Planning & Assessment
Instructor, University Seminar
Texas State University
601 University Drive
San Marcos, Texas 78666
Phone: (512) 245-2780
Fax: (512) 245-2706

Texas State University

2012-2017 University Goals, Initiatives, and Indicators*

(*All responses for identified indicators should include only current-year data, unless otherwise noted)

2015-2016 Plan Progress

Goal 1: Promote academic quality by building and supporting a distinguished faculty.

1.1 Increase average full-time faculty salaries at all ranks. (Provost)

Key Performance Indicators*:

- Median salary levels for each rank including professor, associate professor, assistant professor, and lecturer

1.2 Increase number of full-time faculty as a percent of all faculty FTE. (Provost)

Key Performance Indicators*:

- Number and percent of full-time faculty including tenured administrators

1.3 Provide merit increases and other recognitions based on performance in order to retain highly competent faculty. (Provost)

Key Performance Indicators*:

- Merit increases awarded/not awarded
- List of new recognitions received

1.4 Provide a university infrastructure (including equipment and facilities) to support teaching, research, and scholarly and creative activity. (Provost, VPFSS, VPIT)

Key Performance Indicators*:

- Number and dollar value of facility upgrades made this year
- Major equipment purchases and acquisitions
- Number of Library expansions
- Number of Technology Resource developments

1.5 Offer academic programs that are nationally and internationally competitive. (Provost)

Key Performance Indicators*:

- List of current national/international program recognitions
- List of current national/international student awards and recognitions
- Number of academic programs accredited or reaccredited

1.6 Strengthen research and scholarly/creative activity efforts through achieving increases in sponsored program expenditures including collaboration across disciplines. (Provost)

Key Performance Indicators*:

- Current sponsored program expenditure dollars
- List of new cross-discipline collaborative sponsored programs

1.7 Provide start-up funds in order to attract and retain distinguished faculty to conduct research and attract external grants. (Provost, VPIT)

Key Performance Indicators*:

- Academic start-up dollars awarded (division and college)
- Library start-up funds awarded

1.8 Support faculty efforts in international research. (Provost)

Key Performance Indicators*:

- List of new international research efforts and scholarly/creative activities
- International travel funds provided (division and college)
- Number of Fulbright Research Scholars and other international fellowships
- Number of visiting scholars supported
- List of new technology support activities for international research

1.9 Pursue National Research University Fund (NRUF) eligibility. (Provost, VPIT, VPUA)

Key Performance Indicators*:

- NRUF Eligibility
  - Total restricted research expenditures
  - Total endowment funds
  - Number of doctor of philosophy (PhD) degrees awarded
  - Percentage of first-time entering freshmen in the top 25% of their high school class
  - Average SAT and ACT scores of first-time entering freshmen
  - Status as a member of the Association of Research Libraries, having a Phi Beta Kappa chapter, and Phi Kappa Phi chapter
  - Number of tenured/tenure-track faculty who have achieved national or international distinction through recognition as a member of one of the national academies, are Nobel Prize recipients, and have received other faculty awards as designated in the NRUF eligibility criteria.
  - Number of graduate level programs and graduation rates for master's and doctoral programs

1.10 Increase Texas Research Incentive Program (TRIP) awards. (Provost)

Key Performance Indicators*:

- Number and total dollar amounts of TRIP-eligible submissions/awards
- Total dollar amount of matching funds received from TRIP for the year

Goal 2: Provide opportunities for a public university education and contribute to economic and cultural development.

2.1 Move forward on the goals of participation, success, and excellence. (Provost)

Key Performance Indicators*:

- Freshman class size compared to prior year and percent change
- Overall enrollment compared to prior year and percent change
- Overall African American and Hispanic enrollments compared to enrollments of previous year
- Rate of participation (applications for admission) and success (freshman to sophomore retention rate and graduation rates)

2.2 Continue engagement in the economic development of the region. (Provost)

Key Performance Indicators*:

- List of current economic collaborations with external constituents
- Number of clients in STAR Park
- Number of clients, job creation and retention, business starts and expansions, and cultural infusion in Small Business and Development Center (SBDC)
- Number of clients in the Office of Commercialization and Industry Relations (OCIR)

2.3 Continue engagement in the cultural development of the region. (All Divisions)

Key Performance Indicators*:

- List of current cultural collaborations with external constituents (e.g., Wittliff program development, lecture series, performance and creative arts events)

2.4 Increase undergraduate student scholarships and graduate student financial support in an effort to improve recruitment and retention of students. (Provost)

Key Performance Indicators*:

- Number of new scholarships awarded
- Number of new merit scholarships awarded
- Total dollar amounts of new scholarships and average award amounts
- Other dollars contributed toward undergraduate and graduate student financial support (division and college)
- Percentage increase in salary levels for graduate assistants

2.5 Internationalize the curriculum. (Provost)

Key Performance Indicators*:

- Number and list of new/revised courses and programs with international content
- Number of faculty participants in globalization workshops

2.6 Encourage faculty and students in pursuing global academic experiences. (Provost, VPSA)

Key Performance Indicators*:

- Number of faculty-led study abroad programs
- Number of students studying abroad
- Number of Fulbright Teaching Scholars
- Number and list of student international research efforts and scholarly/creative activities (presentations, papers, etc.)
- Number and list of student international teaching activities
- Number and list of student international service activities
- Dollars contributed toward study abroad scholarships
- Number of institutionally-recognized international exchange programs
- Number and list of countries impacted
- Number and list of staff-led international experiences

2.7 Maintain a vigorous, targeted recruitment and marketing campaign. (Provost, VPSA)

Key Performance Indicators*:

- List of new or major modifications to undergraduate and graduate recruitment initiatives
- List of new or major modifications to marketing efforts implemented

2.8 Recognize the role of Athletics in developing the image of the university and enhancing economic and cultural development. (Provost, Athletics)

Key Performance Indicators*:

- Number and list of new Texas State athletic advertisements placed
- List of all athletic events on local or national television
- Average number of athletic events each year, home and away
- Total economic impact from athletic events on local community
- Product licensing income for the year and new licenses added around the State of Texas
- Increase in membership for Bobcat Club for the year

2.9 Expand delivery of distance learning. (Provost)

Key Performance Indicators*:

- Number of new online and hybrid SCH as a percent of overall offered

Goal 3: Provide a premier student-centered, educational experience that fosters retention and success.

3.1 Increase student retention and graduation rates. (Provost)

Key Performance Indicators*:

- Student retention rates compared to prior year (college and institutional)
- Student graduation rates compared to prior year

3.2 Create and deliver co-curricular experiences to promote student success. (Provost, VPSA)

Key Performance Indicators*:

- Number and list of new co-curricular activities provided
- Number of attendees at each co-curricular event

3.3 Enhance quality and consistency of academic advising services. (Provost)

Key Performance Indicators*:

- Number of students served (i.e., walk-in, email, phone, appointment, social media)
- List of professional development opportunities provided to academic advisors for consistent messaging
- Number of external professional development opportunities attended by how many advisors
- Number and list of current internal and external awards and recognitions received by advisors
- Advisor/student ratios compared to prior year

3.4 Enhance the Honors College to better attract and engage high achieving students. (Provost)

Key Performance Indicators*:

- Number and percent of students enrolled in Honors College compared to prior year
- Number of Honors sections offered
- Number of Honors College graduates compared to prior year

3.5 Recognize and support intercollegiate athletics and the arts as vehicles to promote a well-rounded collegiate experience for all students. (Provost, Athletics)

Key Performance Indicators*:

- Number and list of events (athletic and artistic) provided for the year
- Average number of students that attend sporting events
- List of promotions and collaborations with student groups to engage them in athletics
- Number and list of new academic support initiatives provided to student athletes

3.6 Assess outcomes (student learning, administrative support, academic and student support, research, community/public service, and general education) to ensure continuous improvement and student success. (Provost will provide overall response; other Divisions will respond on how they modified or improved outcomes)

Key Performance Indicators*:

- Examples of new selected improvement efforts implemented as a result of assessment findings
- Number and percent of programs completing outcomes assessment
- Number and percent of completed audits

Texas Workforce Commission, Division of Civil Rights Audit of Faculty and Staff HR Policies and Procedures (May 2016)

3.7 Utilize program review and accreditation processes to improve academic, administrative, and student support programs to foster student success. (Provost)

Key Performance Indicators*:

- Number of program reviews completed and number submitted to THECB
- Examples of selected program improvements made based on program review/accreditation findings
- Percent of academic program reviews with all items scored "acceptable" or higher

3.8 Broaden efforts to facilitate successful transition of students to the workplace and graduate/professional education. (Provost, VPSA)

Key Performance Indicators*:

- Number and list of career support programs provided
- Number and list of academic outreach and recruitment efforts
- Number and list of new companies recruiting at Texas State
- Number and list of employers conducting on-campus interviews
- Number and list of career fairs, including number of employers attending fairs
- Number of internships completed by students
- Number and list of programs and events to prepare students for graduate/professional education
- Number and list of alumni-supported career events and initiatives to support student networking and career success
- Number and list of on-campus student employment career preparation programs and initiatives
- Number of face-to-face career counseling appointments
- Number of PACE career counseling sessions

3.9 Continue faculty and student information literacy initiatives that support student learning. (VPIT)

Key Performance Indicators*:

- Number of literacy sessions provided
- Number of faculty and students served

3.10 Implement Personalized Academic and Career Exploration (PACE) to foster retention and success. (Provost, VPSA)

Key Performance Indicators*:

- Number of freshman students served

- Number and list of support programs provided
- QEP successes based on outcomes achievement and continuous improvement

Goal 4: Enrich our learning and working environment by attracting and supporting a more diverse faculty, staff, and student body.

4.1 Attract and retain a diverse faculty and staff. (Provost)

Key Performance Indicators*:

- Number and percent of female full-time faculty and staff compared to prior year
- Number and percent of African American, Hispanic, and other minority faculty and staff compared to prior year

4.2 Remain a Hispanic Serving Institution. (Provost)

Key Performance Indicators*:

- Number and percent of Hispanic student enrollment compared to prior year
- Number and percent of Hispanic student graduates compared to prior year
- Number and percent of Hispanic students retained compared to prior year

4.3 Enhance student recruitment, retention, and support programs for all racial, ethnic, gender-based, and international groups. (Provost, VPSA, SA/P)

Key Performance Indicators*:

- Examples of new academic, student support, and administrative programs provided
- Number of students served with support activities
- Number and list of new recruitment activities
- Number and list of new academic, student support, and administrative retention activities

4.4 Expand efforts to promote diversity and inclusion among all faculty, staff, and students. (Provost, VPSA, SA/P)

Key Performance Indicators*:

- Examples of new/modified academic programs that added multicultural or multi-perspective content
- Number of new/revised courses with multicultural or multi-perspective content
- Examples of new academic, student support, and administrative programs/activities provided (e.g., activities related to Common Experience)
- Number of individuals served in academic, student support, and administrative programs/activities

4.5 Seek historically underutilized business suppliers. (VPFSS)

Key Performance Indicators*:

- Number of active HUB vendors compared to previous year
- Percentage of construction value issued to HUB vendors
- Number of active mentor/protégé partnerships compared to previous year
- Percent of total university procurement with HUB vendors compared to previous year

Goal 5: Develop and manage human, financial, physical, and technological resources effectively, efficiently, and ethically to support the university's mission.

5.1 Increase average full-time staff salaries in all categories. (VPFSS)

Key Performance Indicators*:

- Percent increase in average salary levels for all categories

EEO Category	FY 15	FY16	% Change
Admin	$ 111,348.00	$ 113,340.00	1.79
Professional	$ 60,504.00	$ 60,378.00	-0.21
Clerical	$ 38,675.00	$ 38,327.00	-0.91
Technical	$ 47,832.00	$ 47,587.00	-0.51
Skilled Craft	$ 44,071.00	$ 44,831.00	1.72
Service	$ 27,874.00	$ 27,976.00	0.37

5.2 Increase number of full-time staff as a percent of all staff FTE. (VPFSS)

Key Performance Indicators*:

- Number and percent increase in full-time staff compared to prior year
- Number and list of newly-created positions

Regular staff as of August 31

2015 - 2115
2016 – 2191
Increase of 76 staff = 3.6%

74 new staff positions approved by audit in FY 16.

5.3 Provide merit increases and other recognitions based on performance in order to retain highly competent staff. (All Divisions)

Key Performance Indicators*:

- Merit increases awarded/not awarded
- List of recognitions received

Merit (University)

Merit eligible	**1893**
Merit awarded	**1657**
Merit not awarded	**236**

(87.5% of eligible employees received merit)

MERIT (HR Office)

Merit eligible – 25 (includes AVP)
Merit awarded – 25
Merit not awarded – 1 (Retired)

RECOGNITIONS

Texas State Employee of the Month – 1 (Michelle Moritz – April 2016)
Employee Performance Awards – 24
Texas State University System Staff Excellence Award Nomination – 1 of 3 finalists (Michelle Moritz)
Finance and Support Services (FSS) Quarterly Team Award) – (PeopleAdmin Implementation Team – 4 HR employees including Team Lead)
Finance and Support Services (FSS) Customer Service Awards – 2 (August 2016)
Length of Service (HR Office) Awards – 25

Texas Higher Education Human Resources Association (THEHRA)-THEHRA 2016 Innovation Award (Electronic Reporting and Tracking Nepotism)
Strategic Leader Award (Government) from HR Strategic Excellence-LynnAnn Brewer

5.4 Maintain a physical setting that presents Texas State as a premier institution. (VPFSS)

Key Performance Indicators*:

- Number and list of new repair and renovation projects completed
- Number and list of new campus enhancement projects completed
- Number and list of new ADA modification projects completed

5.5 Implement the Campus Master Plan update for 2012-2017 to ensure it meets the needs of the University. (VPFSS)

Key Performance Indicators*:

- Number and list of capital projects completed
- Total cost of capital projects completed
- Number and list of property acquisitions
- Number and list of new "gray to green" projects completed per the Campus Master Plan

5.6 Maintain compliance with Coordinating Board classroom and class lab space usage efficiency standards. (VPFSS)

Key Performance Indicators*:

- Total hours of classroom type activity taught anywhere on campus divided by total number of classrooms must equal or exceed 45 hours per week
- Total hours of classroom lab type activity taught anywhere on campus divided by total number of class labs must equal or exceed 35 hours per week
- Total number of weekly minutes taught in classrooms divided by 50 minutes and divided by total number of classrooms must equal or exceed 38 hours per week
- Total number of weekly minutes taught in class labs divided by 50 minutes and divided by total number of class labs must equal or exceed 25 hours per week
- Student station occupancy in classrooms is 65% or above for classrooms

- Student station occupancy in class labs is 75% or above for class labs

5.7 Expand and support professional development opportunities for faculty and staff. (Provost, VPFSS)

Key Performance Indicators*:

- Examples of major new internal professional development workshops offered at main campus and Round Rock campus
- Examples of major new internal faculty development sessions offered
- Total number of faculty served through internal faculty development sessions
- Total number of staff served through internal professional development sessions
- Examples of external faculty development opportunities attended by faculty
- Examples of external professional development opportunities attended by staff
- Number of faculty developmental and supplemental leaves awarded

Examples of major new internal professional development workshops offered at main campus and Round Rock campus:

- **Health and Wellness Lunch and Learn workshops—15**
- **New workshops on a variety of topics (student success, social media, assessment, Title IX)—7**

Main campus only:

- **Research Coordinators Training Series—7**
- **Survival Sign Language Series—6**
- **Financial Education Series—4**
- **New Employment Welcome Program—first morning of employment and monthly program revision began in May**

Total number of staff served through internal professional development sessions: 3982

Total number of faculty served through internal professional development sessions: 181

Number of staff recipients of the Staff Educational Development Program: 7 staff for 63 credit hours

Number of employees receiving reimbursement for satisfactory completion

of Texas State credit hours: 174 employees for 953 credit hours

5.8 Support structured, standards-driven web course development and programs that enable faculty to appropriately integrate technology into the teaching-learning process. (Provost, VPIT)

Key Performance Indicators*:

- Examples of new web-based courses offered compared to prior year
- Number of faculty completing distance education training
- List and dollar amount of new resources provided to support distance learning
- List and dollar amount of new resources provided to support technology in the teaching and learning process
- Number and list of current excellence in online teaching awards

5.9 Reduce deferred maintenance in existing facilities. (VPFSS)

Key Performance Indicators*:

- List and total cost of deferred maintenance projects completed

5.10 Ensure compliance with SACSCOC standards to continuously improve overall institutional effectiveness. (Provost)

Key Performance Indicators*:

- Number and list of major process improvements made to address specific SACSCOC standards
- Number of IE Council meetings held and level of participation
- Number of disseminations of SACSCOC-related information

5.11 Effectively engage alumni and external constituents to influence and generate human and financial capital opportunities. (Provost, VPUA)

Key Performance Indicators*:

- Number and list of alumni and new external constituent (parents, families, businesses) outreach activities
- Total annual value of alumni and external constituent contributions
- Number and percent of alumni donating to Texas State
- Number and percentage of alumni who have graduated in the last five years that donate to Texas State

- Number of alumni volunteering their time on behalf of Texas State (e.g., board participation, Chapter leadership, guest speakers, faculty, advisory boards, judges, research)
- List of new student and alumni collaboration efforts (e.g., conferences, mentoring)
- Number and list of recognized alumni achievements
- Number of events and total participation at Alumni Association sponsored and co-sponsored events
- Number of recognized alumni chapters, number of alumni chapter hosted events, and annual participation at these events

5.12 Assess the needs and opportunities to refine Alkek Library utilization to improve support for the achievement of faculty and student instruction and research. (VPIT)

Key Performance Indicators*:

- Number and list of library assessment activities
- Number and list of library improvements made

5.13 Ensure regulatory compliance, environmentally responsible and sustainable practices and the efficient use of energy and water resources. (VPFSS)

Key Performance Indicators*:

- Percent of campus electric usage per square foot increase/decrease compared to prior year
- Percent of campus natural gas consumption per square foot increase/decrease compared to prior year
- Number and list of awards/recognitions for environmentally responsible practices
- Number and list of new environmentally responsible activities implemented
- Number of new activities implemented as a result of external audit findings

5.14 Leverage Enterprise Resource Planning (ERP) and other technology investments to continually improve campus business and instructional support activities. (VPFSS, VPIT)

Key Performance Indicators*:

- Narrative list of campus business improvements enabled or enhanced by technology
- Number and list of new and enhanced instructional support activities provided

5.15 Implement fundraising initiatives to help achieve strategic plan goals. (VPUA)

Key Performance Indicators*:

- Total dollar amount raised for the year
- Total dollars raised per strategic fundraising priority area

5.16 Promote a safe and secure environment. (VPSA, SA/P)

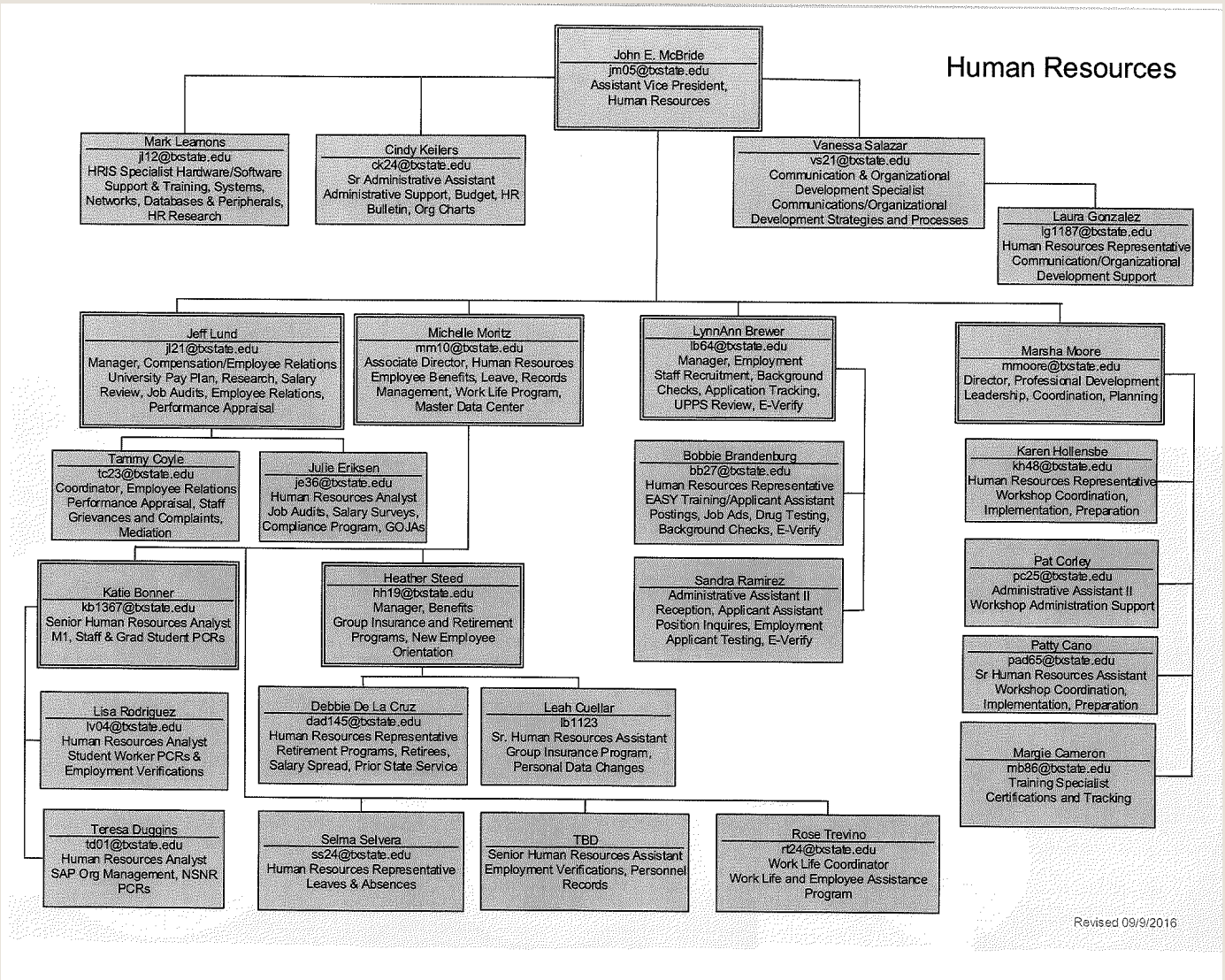
Key Performance Indicators*:

- Number and list of new safety/security support activities introduced
- Increase/decrease in crime statistics
- Number of new educational activities related to applicable laws and regulations (e.g., Title IX, Campus Save Act, Violence Against Women Act)
- Percent of required policy and procedure statements updated for the year as a result of applicable laws and regulations (e.g., Title IX, Campus Save Act, Violence Against Women Act)
- Number and percent of faculty, staff, and students that have received training related to applicable laws and regulations (e.g., Title IX, Campus Save Act, Violence Against Women Act)

FISCAL YEAR 2017

Human Resources Employees
Fiscal Year 2017

Name of Employee	Job Title	Subgroup	FTE
Ms Kathryn L Bonner	Human Resources Analyst	12 Mo Ex Salaried	100.00
Mrs Bobbie J Brandenburg	Human Resources Representative	12 Mo NE Salaried	100.00
Mrs LynnAnn Hien Brewer	Mgr, Employment	12 Mo Ex Salaried	100.00
Margaret Velma Cameron	Training Specialist	12 Mo Ex Salaried	100.00
Ms Patsy N Corley	Administrative Asst II	12 Mo NE Salaried	100.00
Mrs Tammy Lee Coyle	Coord, Employee Relations	12 Mo Ex Salaried	100.00
Mrs Leah N Cuellar	Sr Human Resources Assistant	12 Mo NE Salaried	100.00
Mrs Deborah Ann De La Cruz	Human Resources Representative	12 Mo NE Salaried	100.00
Mrs Teresa A Duggins	Sr Human Resources Assistant	12 Mo NE Salaried	100.00
Mrs Patricia Duran Cano	Sr Human Resources Assistant	12 Mo NE Salaried	100.00
Mrs Julie A Eriksen	Human Resources Analyst	12 Mo Ex Salaried	100.00
Miss Laura Gonzalez	Human Resources Representative	12 Mo NE Salaried	100.00
Mrs Karen Ann Hollensbe	Human Resources Representative	12 Mo NE Salaried	100.00
Mrs Cynthia V Keilers	Sr Admin Asst	12 Mo NE Salaried	100.00
Mr John Mark Leamons	HR Info Systems Specialist	12 Mo NE Salaried	100.00
Mr Jeffrey N Lund	Mgr, Compensation & Employee Relations	12 Mo Ex Salaried	100.00
Mr John E McBride	Asst VP, Human Resources	12 Mo Ex Salaried	100.00
Ms Marsha M Moore	Dir, Professional Development	12 Mo Ex Salaried	100.00
Ms Michelle D Moritz	Assoc Dir, Human Resources	12 Mo Ex Salaried	100.00
Ms Sandra Lee Ramirez	Administrative Asst II	12 Mo NE Salaried	100.00
Ms Lisa Silguero Gonzalez	Human Resources Analyst	12 Mo Ex Salaried	100.00
Ms Vanessa Andrea Salazar	Communication and OD Specialist	12 Mo Ex Salaried	100.00
Mrs Selma P Selvera	Human Resources Representative	12 Mo NE Salaried	100.00
Ms Heather M Houston	Mgr, Benefits	12 Mo Ex Salaried	100.00
Ms Rose C Trevino	Work Life Coordinator	12 Mo Ex Salaried	100.00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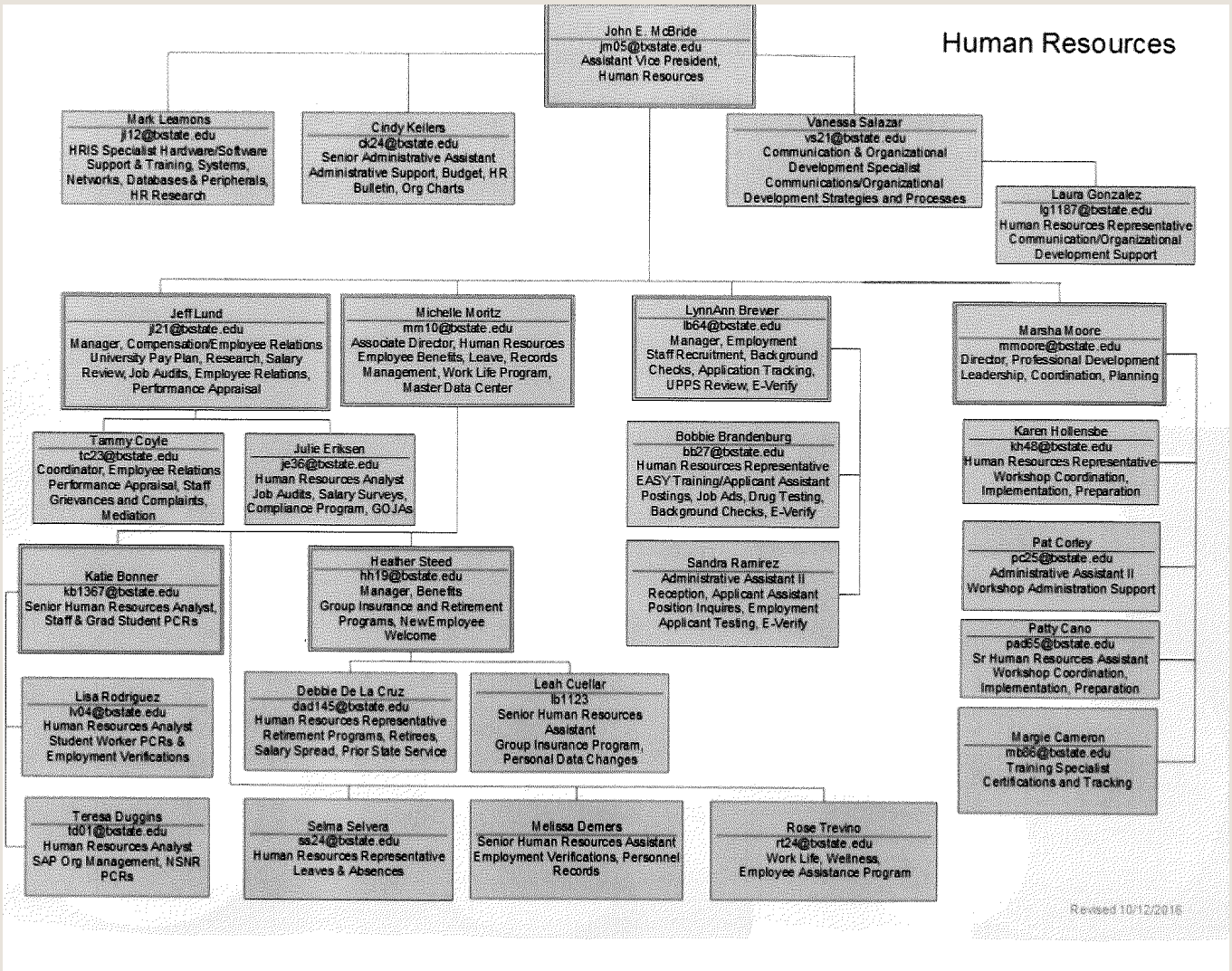
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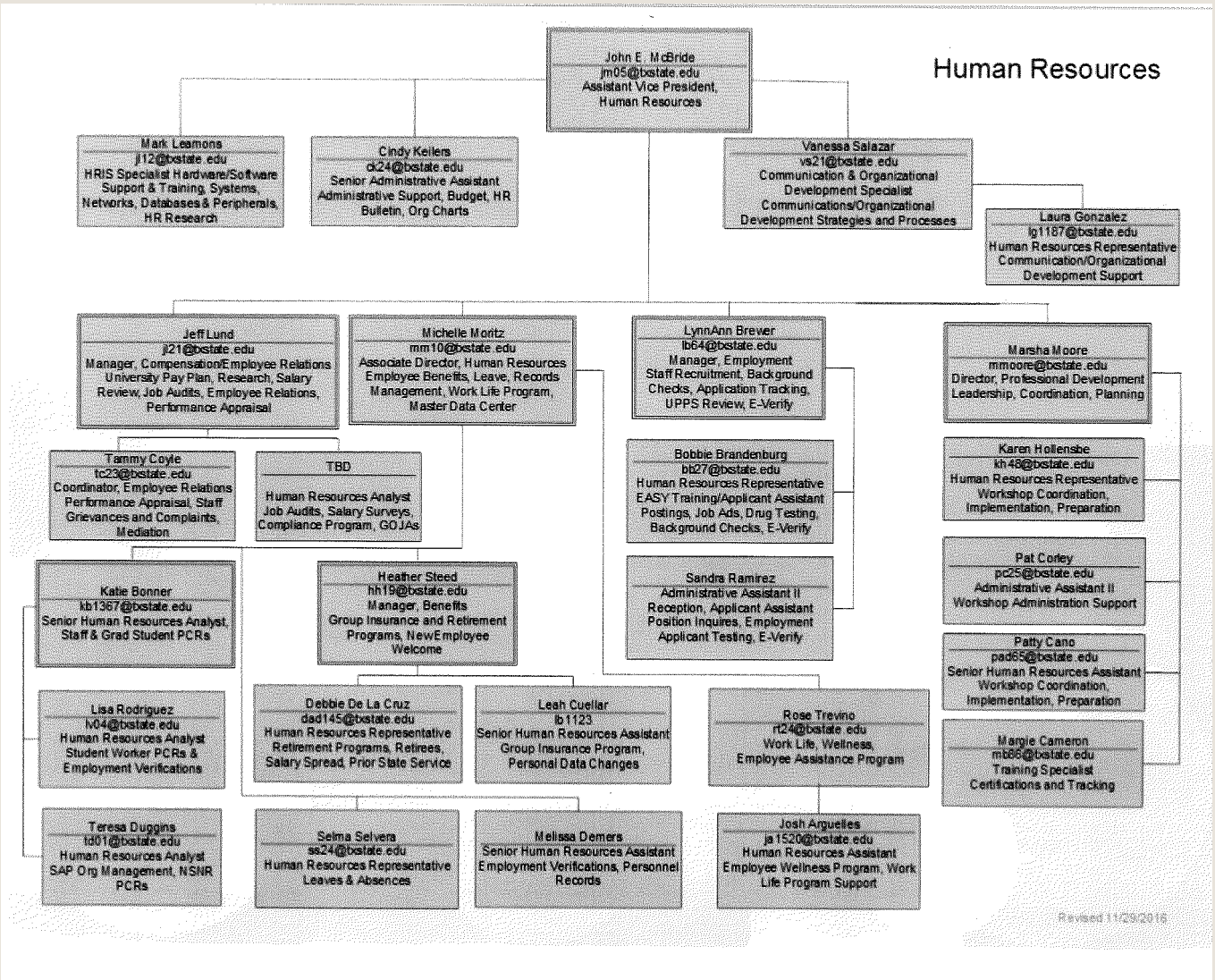
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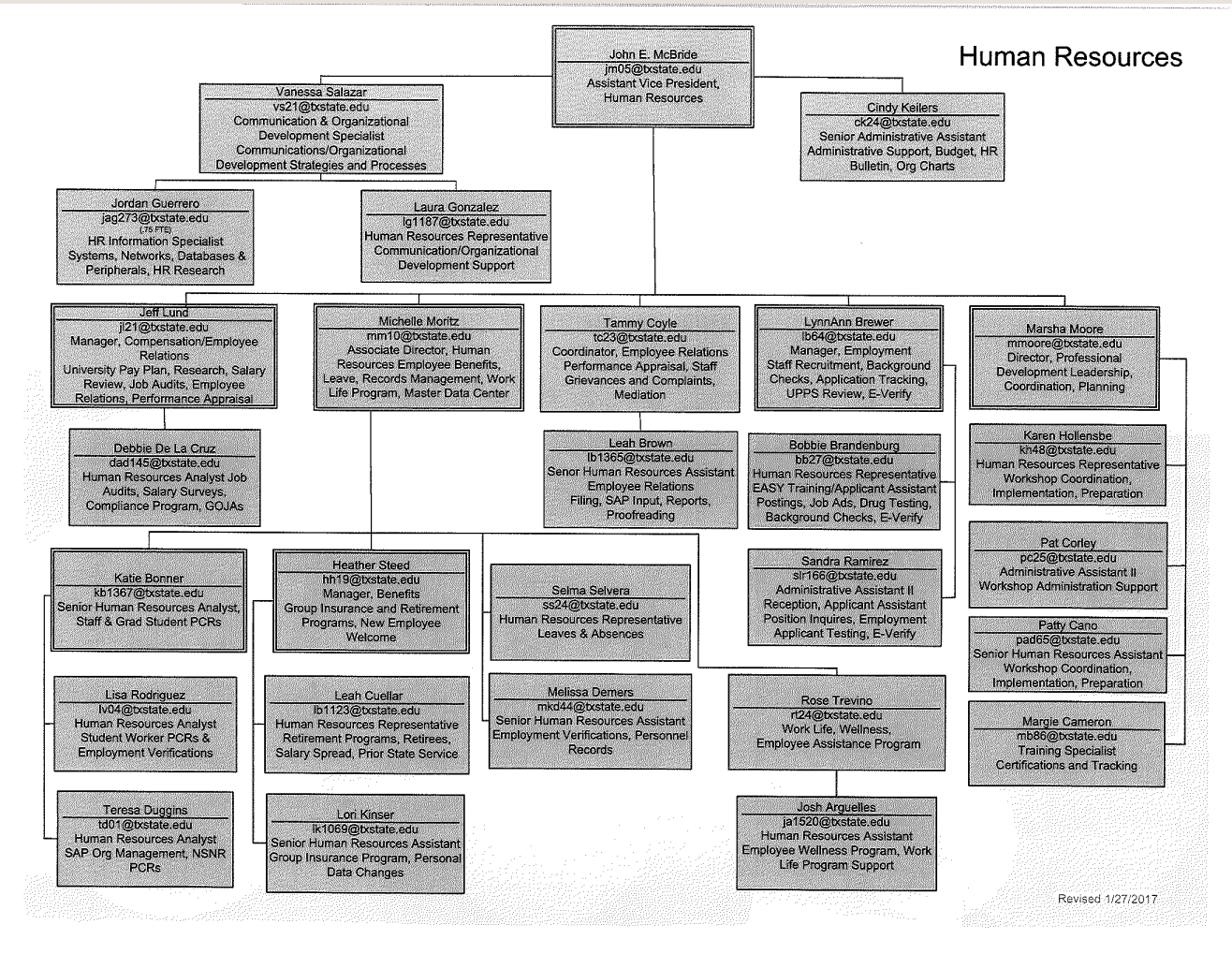
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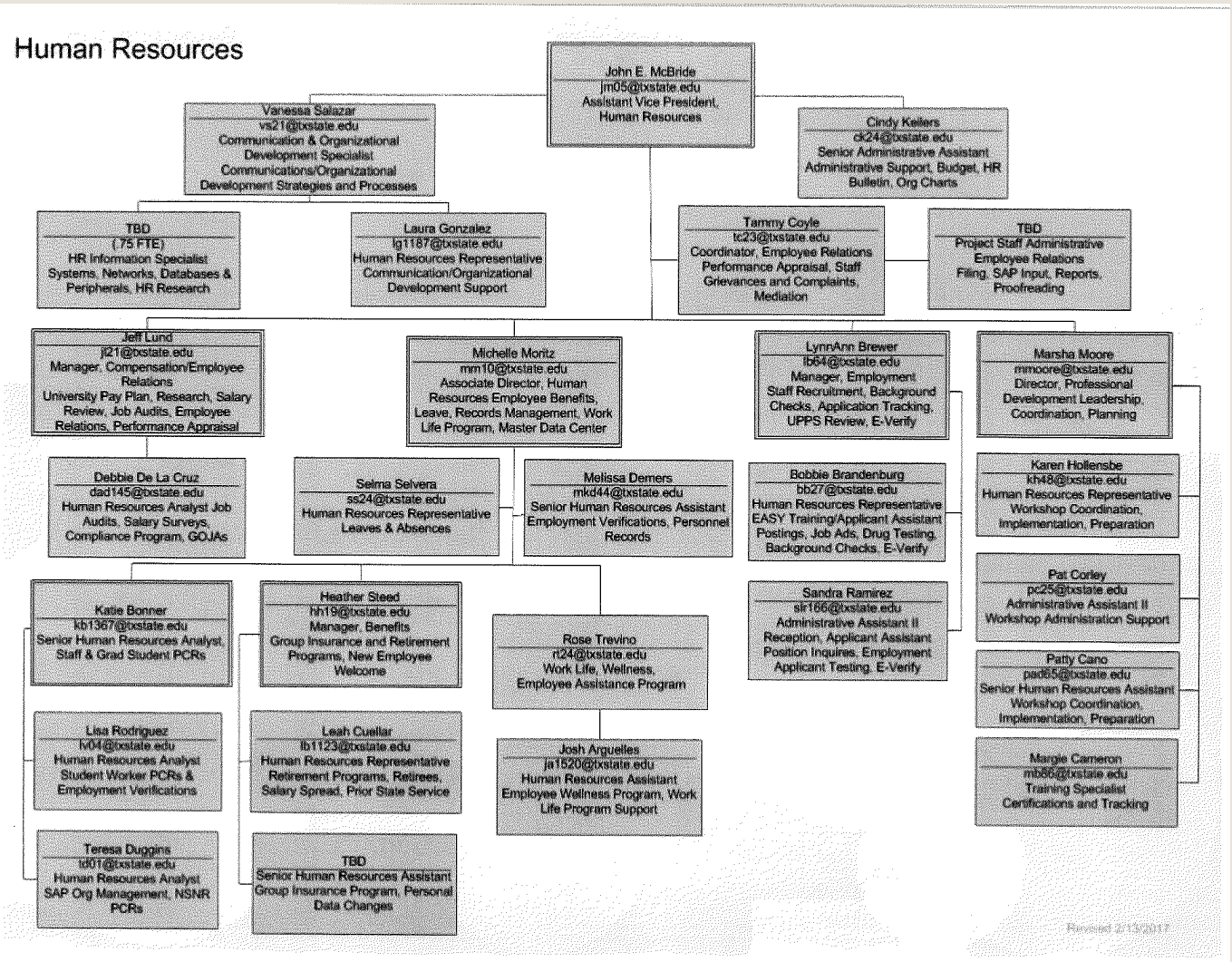
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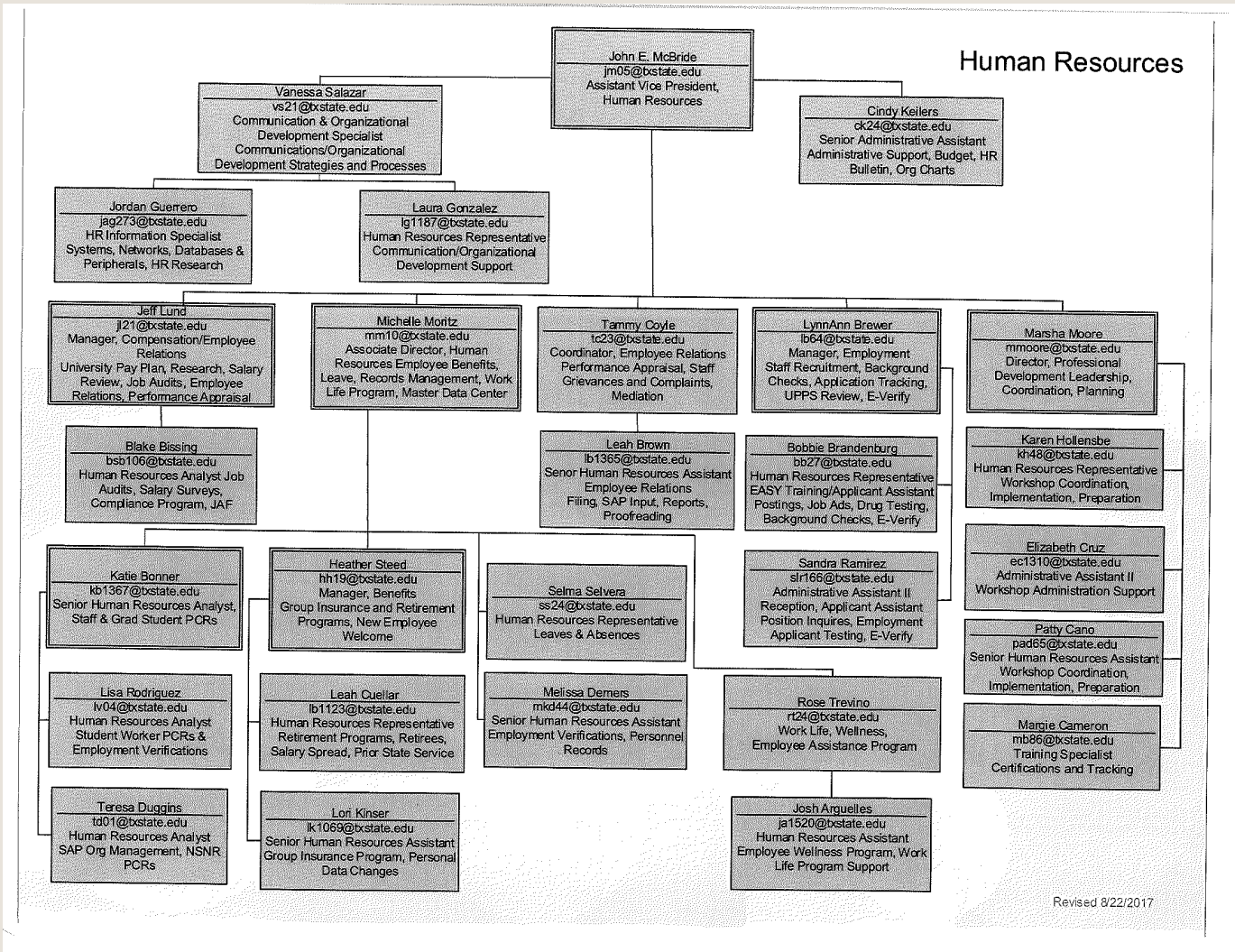
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FY17 Headcount by Division

	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Avg
Office of President													
Ben-Elig Staff	20	18	19	19	19	18	18	19	19	19	19	19	18.8
Non-Ben Elig Staff	2	3	3	3	3	2	2	3	3	3	3	3	2.8
Ben-Elig Students	2	2	3	3	3	3	3	3	3	3	3	3	2.8
Non-Ben Elig Students	5	5	6	6	5	5	5	5	3	2	2	3	4.3
Total	29	28	31	31	30	28	28	30	28	27	27	28	28.8
Information Technology													
Ben-Elig Staff	288	289	289	289	289	290	294	293	297	294	295	300	292.3
Non-Ben Elig Staff	9	9	9	9	8	8	9	9	13	13	16	14	10.5
Ben-Elig Students	6	6	6	6	6	6	6	6	4	4	4	2	5.2
Non-Ben Elig Students	272	267	263	263	253	256	252	256	172	178	168	212	234.3
Total	575	571	567	567	556	560	561	564	486	489	483	528	542.3
Academic Affairs													
Ben-Elig Faculty	1517	1513	1513	1513	1498	1513	1512	1512	1510	1472	1460	1453	1498.8
Non-Ben Elig Faculty	577	546	540	537	576	532	532	529	521	533	550	567	545.0
Ben-Elig Staff	800	802	806	811	809	810	815	814	817	813	805	802	808.7
Non-Ben Elig Staff	99	102	104	97	108	115	112	107	108	184	181	135	121.0
Ben-Elig Students	923	926	923	913	876	916	914	908	878	695	687	704	855.3
Non-Ben Elig Students	1546	1579	1601	1599	1538	1585	1595	1598	1237	993	990	1273	1427.8
Total	5462	5468	5487	5470	5405	5471	5480	5468	5071	4690	4673	4934	5256.6
Finance & Support Services													
Ben-Elig Staff	489	489	488	490	484	486	484	486	486	484	484	486	486.3
Non-Ben Elig Staff	9	11	13	9	10	12	12	11	14	16	15	17	12.4
Ben-Elig Students	1	1	1	1	1	1	1	1	1	1	1	0	1.0
Non-Ben Elig Students	176	177	178	173	175	175	172	169	131	130	130	157	161.9
Total	675	678	680	673	670	674	669	667	632	631	630	660	661.6
Student Affairs													
Ben-Elig Staff	438	439	438	439	438	437	435	439	437	433	436	434	436.9
Non-Ben Elig Staff	47	47	43	41	41	41	43	41	46	52	45	39	43.8
Ben-Elig Students	44	44	43	42	43	43	43	42	30	24	22	24	37.0
Non-Ben Elig Students	790	790	797	749	770	829	845	844	619	499	460	861	737.8
Total	1319	1320	1321	1271	1292	1350	1366	1366	1132	1008	963	1358	1255.5
University Advancement													
Ben-Elig Staff	50	50	50	50	50	50	51	49	49	49	48	49	49.6
Non-Ben Elig Staff						1	1		1	1	1	2	0.0
Ben-Elig Students	3	4	4	4	3	3	3	3	2	2	2	1	2.8
Non-Ben Elig Students	20	18	17	16	15	16	18	18	7	14	14	14	15.6
Total	73	72	71	70	68	70	73	70	59	66	65	66	68.6
Athletics													
Ben-Elig Staff	97	96	96	94	94	93	95	95	93	89	91	87	93.3
Non-Ben Elig Staff	12	14	11	10	11	12	14	14	16	15	15	12	13.0
Ben-Elig Students					0								0.0
Non-Ben Elig Students	147	130	132	125	122	111	133	124	106	75	75	115	116.3
Total	256	240	239	229	227	216	242	233	215	179	181	214	222.6

McBride, John E

From: Algoe, Eric
Sent: Wednesday, September 13, 2017 8:27 AM
To: McBride, John E
Subject: RE: Top FY 2017 HR Priorities - Final Status

Good stuff. Thanks John.

From: McBride, John E
Sent: Tuesday, September 12, 2017 7:13 PM
To: Algoe, Eric
Subject: Top FY 2017 HR Priorities - Final Status

Eric,

FYI...Just an update

Here is how we finished out FY 17 re: our top HR priorities.

For FY 18 I plan to draw up something similar and it will include your assigned HR goals, my additional HR goals, and other major projects.

John

McBride, John E

Subject: Top FY 2017 HR Priorities (Effective 9/1/2016) - Status As of 8/31/2017

Top FY 2017 HR Priorities (Effective 9/1/2016)*

1. Successfully and fully implement the SuccessFactors Performance Management System (Jeff/Tammy)

   Includes:
   -Securing and implementing Job Profile Builder
   Secured – Not implemented – Implementation plans being developed

   -Providing policies, procedures, and training as appropriate
   SuccessFactors Performance Management System implemented – Cycle completed 5/31/17

   -Review and revise UPPS 04.04.20 as appropriate
   Ongoing

2. Rework staff classification system to comply with new DOL exempt pay guidelines while minimizing financial impact to the university (Jeff)

   Includes:
   -Providing policies, procedures, guidelines, implementation timelines, communication plan, reports, and training as appropriate (Jeff/Vanessa)
   Complete – Implementation on-hold pending court injunction outcome. Injunction upheld. DOL RFI to continue study for possible changes in future.

   -Review and revise UPPS 04.04.03/11/16 as appropriate
   UPPS 04.04.16 complete – 04.04.03 complete -04.04.11 revised and out to secondary reviewers with certain parts under review concurrently at President's Cabinet

   -Adjust Pay Plan as appropriate
   Some adjustments made – Major adjustments pending President's Cabinet decision

   -Review all market matches and adjust as appropriate
   Annual market study and pay plan relationships review completed and submitted to President's Cabinet June 2017

   -Develop and roll out notification for FLSA balances approaching 100 hours (Michelle)
   Complete - Implemented

3. Rework the job classification process to improve timeliness and reduce the number of classifications and pay ranges (Jeff/LynnAnn)

   Includes:

-Review of current policies, procedures, practices, tracking and HR and OSP Peer Reviews for changes as appropriate
Ongoing – Improved employment and compensation tracking complete. Met and started dialogue with Research Coordinators and ORSP senior staff.

-Reduction of titles, consolidation of titles, expanded use of functional and flex titles
Ongoing – Working on strategies

-Strategies for implementation of changes
Ongoing

-Review of best practices at NRU and Emerging Research Universities
Ongoing – Data collection not yet complete

-Review and revise UPPS 04.04.03/11/12/16 as appropriate
UPPS 04.04.16 complete – 04.04.03 complete – 04.04.12 complete – 04.04.11 revised and out to secondary reviewers and concurrent review by President's Cabinet

-Adjust Pay Plan as appropriate
Pending HR recommendations and President's Cabinet decision

4. Develop policies and procedures for Athletics and grant-funded areas (Michelle/Jeff/LynnAnn)

   Includes:
   -Documenting current Athletics policies and procedures
   Ongoing – Data collection not complete, but Athletics Personnel PPS reviewed with recommended changes provided. Lacy has approved all changes. Approval of Dir of Athletics pending.

   -Developing strategies to accommodate Athletics policies and procedures if appropriate…especially things they can do in advance of coaching changes
   Ongoing – Some progress but not complete

   -Review HR and OSP Peer Reviews to see where we can accommodate grant-funded areas
   Ongoing – Some adjustments like "expedited search" implemented but data collection not complete. Have started collaboration with ORSP senior staff after 8/28/17 meeting.

   -Meeting with and securing input from Council on Funded Research and Research Coordinators
   Ongoing – Met with both groups. Met with Coordinators May 2017 and had hoped for regular quarterly meetings, but Coordinators apparently not ready for this.

   -Review of best practices at NRU and Emerging Research Universities
   Ongoing – Data collection not complete

5. Improve employee training by creating training series, certifications, and more just in time training (Marsha/Vanessa)

   Includes:
   -Development and implementation of First Line Supervisors/Managers training courses

Ongoing – Focus groups held, input analyzed, and course content recommendations provided July 2017. Implementation strategy, including securing necessary funding, under development.

-Development and implementation of an Administrative Assistant's training course
Ongoing - Course title is Business Administrators Course. Coordination has begun with Financial Services (August 2017). HR will be lead consultant on process and provide data for HR modules, but other course content primarily responsibility of Financial Services (Borgonah)

-Identification of training needs for Texas State employees
Ongoing

-Strategies for implementation
Ongoing

-Roll out Reasonable Suspicion online training (LynnAnn/Michelle)
Complete – Implemented March 2017

6. Implement new procedures for hiring veterans (LynnAnn)

   Includes:
   -Adding military MOS crosswalk for our titles that can be used for posting (like the State of Texas)
   Ongoing

   -Insuring compliance with SB 805…particularly with re: to veterans preference
   Complete – Changes included in UPPS 04.04.03

   -Review and revise UPPS 04.04.03 as appropriate
   Complete – UPPS approved by President's Cabinet

7. Improve website communication (Vanessa/All)

   Includes:
   -Revisions of HR website as appropriate
   Ongoing – All HR webpages under review – Work Life, Performance Management, Employment, Compensation, Benefits, Employee Relations complete. Master Data Center, and Professional Development next.

   -Rebrand HR forms
   Ongoing

8. Provide an outside professional development or volunteer opportunity, a project outside their day-to-day, and/or committee assignment for all exempt staff (AVP/All)

   Includes:
   -Minimum of one national professional development opportunity each year
   Complete – All manger staff attended or were extended opportunity

   -Teaching US 1100 or other academic course for exempt staff

One HR staff taught US 1100 course

9. Develop and/or revise ER policies and procedures as appropriate (Jeff/Tammy)

Includes:
-VPFSS desire for HR to have an expanded role to include mediation, intervention, and investigation
Ongoing – Expansion has occurred – Have restructured and hired a second staff member to assist in workload

-Review of best practices at other NRU and Emerging Research Universities
Ongoing

-Review and revise as UPPS 04.04.40/41 as appropriate
Ongoing

10. Complete onboarding process (Marsha)

Includes:
-Developing and implementing the follow-up milestone responsibilities (checklists) for management and employee
Ongoing – Drafts are about complete

-Integration of the new PeopleAdmin Onboarding module (Michelle/LynnAnn)
Ongoing – Waiting on IT Resources

-Integrate position data between PeopleAdmin and SAP (Michelle/LynnAnn)
Ongoing – In development phase – Will alleviate the manual syncing of positions and org structure between the two systems

11. Implement and manage expanded and permanently funded Wellness Program (Michelle/Rose) (clarification added 4/18/17)

Includes:
-Clarification of duties and responsibilities for Wellness Coordinator
Complete

-Hire and train new wellness program manager position
Complete – New person hired

-Revision of UPPS 04.04.32 as appropriate
Ongoing

12. Address issues not covered in other priorities identified in the 2016 HR and OSP Peer Reviews (AVP/All)

Includes:
-Initiation of revised strategic planning process to obtain expanded bottom-up input
Ongoing – Had a facilitated all HR Office planning retreat November 2016 at Meadows Center

-Facilitated planning retreat for all HR staff
Complete – Held at Meadows Center November 2016

-Heavier focus on securing and providing strategic HR data and recommendations
Ongoing – Surveyed all HR staff to secure additional input/clarification on Planning Retreat suggestions

13. Complete personal benefits calculation tool and explore development of an annual total compensation notice to employees (Michelle)
    Ongoing – Draft total compensation tool complete and in IT sandbox for testing/review

14. Complete credentials project and transfer responsibilities to appropriate departments (Marsha)
    Ongoing – Professional Development has initiated and is continuing study to accomplish this project

15. Initiate and complete study to determine best way to communicate (what channels for which audiences) with the audiences we serve (Vanessa)
    Complete – Evaluating how to best use results

16. Continue records imaging project (Michelle)
    Ongoing – Requested and received additional resources to hire 4 NSNR employees for 1 year on a pilot project basis. Interviews complete and job offers to be extended.

17. Develop and implement policies and procedures as appropriate resulting from Texas 85th Legislature Jan-May 2017 (All)
    Ongoing

18. Other:
    -Develop for HR at least 2 new SACS Outcomes for 2016-2017 (Jeff/LynnAnn/Marsha)
    Complete – Developed 3 new SACS Outcomes with all approved by Planning and Assessment

    -Develop ACA tracking reports for departments (Michelle)
    Complete

    -Apply for Great Colleges to Work For" designation by the Chronicle of Higher Education (All)
    Ongoing – Participation approved and results received. Purchase of additional participation data pending

    -Update 04.04.30 to include donation of sick leave procedures (Michelle)
    Ongoing – To be included in UPPS review

    -Develop Return To Work (Fit to Work) policy, procedures, and/or guidelines (Michelle/LynnAnn)
    Ongoing

    -Complete revisions of policies and procedures of 04.04.35 to be in compliance with HB 1337 re: reimbursement of employees taking academic courses (Marsha)
    Complete

    -Update 04.04.03 for employment policy, procedures, practices, and tracking to insure compliance with Tx Govt Code Chapt 656 re: posting…especially NSNR's (LynnAnn)

Texas State University

2012-2017 University Goals, Initiatives, and Indicators*

(*All responses for identified indicators should include only current-year data, unless otherwise noted)

2016-2017 Plan Progress

Goal 1: Promote academic quality by building and supporting a distinguished faculty.

1.1 Increase average full-time faculty salaries at all ranks. (Provost)

Key Performance Indicators*:

- Median salary levels for each rank including professor, associate professor, assistant professor, and lecturer

1.2 Increase number of full-time faculty as a percent of all faculty FTE. (Provost)

Key Performance Indicators*:

- Number and percent of full-time faculty including tenured administrators

1.3 Provide merit increases and other recognitions based on performance in order to retain highly competent faculty. (Provost)

Key Performance Indicators*:

- Merit increases awarded/not awarded
- List of new recognitions received

1.4 Provide a university infrastructure (including equipment and facilities) to support teaching, research, and scholarly and creative activity. (Provost, VPFSS, VPIT)

Key Performance Indicators*:

- Number and dollar value of facility upgrades made this year
- Major equipment purchases and acquisitions
- Number of Library expansions
- Number of Technology Resource developments

1.5 Offer academic programs that are nationally and internationally competitive. (Provost)

Key Performance Indicators*:

- List of current national/international program recognitions
- List of current national/international student awards and recognitions
- Number of academic programs accredited or reaccredited

1.6 Strengthen research and scholarly/creative activity efforts through achieving increases in sponsored program expenditures including collaboration across disciplines. (Provost)

Key Performance Indicators*:

- Current sponsored program expenditure dollars
- List of new cross-discipline collaborative sponsored programs

1.7 Provide start-up funds in order to attract and retain distinguished faculty to conduct research and attract external grants. (Provost, VPIT)

Key Performance Indicators*:

- Academic start-up dollars awarded (division and college)
- Library start-up funds awarded

1.8 Support faculty efforts in international research. (Provost)

Key Performance Indicators*:

- List of new international research efforts and scholarly/creative activities
- International travel funds provided (division and college)
- Number of Fulbright Research Scholars and other international fellowships
- Number of visiting scholars supported
- List of new technology support activities for international research

1.9 Pursue National Research University Fund (NRUF) eligibility. (Provost, VPIT, VPUA)

Key Performance Indicators*:

- NRUF Eligibility
  - Total restricted research expenditures
  - Total endowment funds
  - Number of doctor of philosophy (PhD) degrees awarded
  - Percentage of first-time entering freshmen in the top 25% of their high school class
  - Average SAT and ACT scores of first-time entering freshmen
  - Status as a member of the Association of Research Libraries, having a Phi Beta Kappa chapter, and Phi Kappa Phi chapter
  - Number of tenured/tenure-track faculty who have achieved national or international distinction through recognition as a member of one of the national academies, are Nobel Prize recipients, and have received other faculty awards as designated in the NRUF eligibility criteria.
  - Number of graduate level programs and graduation rates for master's and doctoral programs

1.10 Increase Texas Research Incentive Program (TRIP) awards. (Provost)

Key Performance Indicators*:

- Number and total dollar amounts of TRIP-eligible submissions/awards
- Total dollar amount of matching funds received from TRIP for the year

Goal 2: Provide opportunities for a public university education and contribute to economic and cultural development.

2.1 Move forward on the goals of participation, success, and excellence. (Provost)

Key Performance Indicators*:

- Freshman class size compared to prior year and percent change
- Overall enrollment compared to prior year and percent change
- Overall African American and Hispanic enrollments compared to enrollments of previous year
- Rate of participation (applications for admission) and success (freshman to sophomore retention rate and graduation rates)

2.2 Continue engagement in the economic development of the region. (Provost)

Key Performance Indicators*:

- List of current economic collaborations with external constituents
- Number of clients in STAR Park
- Number of clients, job creation and retention, business starts and expansions, and cultural infusion in Small Business and Development Center (SBDC)
- Number of clients in the Office of Commercialization and Industry Relations (OCIR)

2.3 Continue engagement in the cultural development of the region. (All Divisions)

Key Performance Indicators*:

- List of current cultural collaborations with external constituents (e.g., Wittliff program development, lecture series, performance and creative arts events)

HR has nothing to report.

2.4 Increase undergraduate student scholarships and graduate student financial support in an effort to improve recruitment and retention of students. (Provost)

Key Performance Indicators*:

- Number of new scholarships awarded
- Number of new merit scholarships awarded
- Total dollar amounts of new scholarships and average award amounts
- Other dollars contributed toward undergraduate and graduate student financial support (division and college)
- Percentage increase in salary levels for graduate assistants

2.5 Internationalize the curriculum. (Provost)

Key Performance Indicators*:

- Number and list of new/revised courses and programs with international content
- Number of faculty participants in globalization workshops

2.6 Encourage faculty and students in pursuing global academic experiences. (Provost, VPSA)

Key Performance Indicators*:

- Number of faculty-led study abroad programs
- Number of students studying abroad
- Number of Fulbright Teaching Scholars
- Number and list of student international research efforts and scholarly/creative activities (presentations, papers, etc.)
- Number and list of student international teaching activities
- Number and list of student international service activities
- Dollars contributed toward study abroad scholarships
- Number of institutionally-recognized international exchange programs
- Number and list of countries impacted
- Number and list of staff-led international experiences

2.7 Maintain a vigorous, targeted recruitment and marketing campaign. (Provost, VPSA)

Key Performance Indicators*:

- List of new or major modifications to undergraduate and graduate recruitment initiatives
- List of new or major modifications to marketing efforts implemented

2.8 Recognize the role of Athletics in developing the image of the university and enhancing economic and cultural development. (Provost, Athletics)

Key Performance Indicators*:

- Number and list of new Texas State athletic advertisements placed
- List of all athletic events on local or national television
- Average number of athletic events each year, home and away
- Total economic impact from athletic events on local community
- Product licensing income for the year and new licenses added around the State of Texas
- Increase in membership for Bobcat Club for the year

2.9 Expand delivery of distance learning. (Provost)

Key Performance Indicators*:

- Number of new online and hybrid SCH as a percent of overall offered

Goal 3: Provide a premier student-centered, educational experience that fosters retention and success.

3.1 Increase student retention and graduation rates. (Provost)

Key Performance Indicators*:

- Student retention rates compared to prior year (college and institutional)
- Student graduation rates compared to prior year

3.2 Create and deliver co-curricular experiences to promote student success. (Provost, VPSA)

Key Performance Indicators*:

- Number and list of new co-curricular activities provided
- Number of attendees at each co-curricular event

3.3 Enhance quality and consistency of academic advising services. (Provost)

Key Performance Indicators*:

- Number of students served (i.e., walk-in, email, phone, appointment, social media)
- List of professional development opportunities provided to academic advisors for consistent messaging
- Number of external professional development opportunities attended by how many advisors
- Number and list of current internal and external awards and recognitions received by advisors
- Advisor/student ratios compared to prior year

3.4 Enhance the Honors College to better attract and engage high achieving students. (Provost)

Key Performance Indicators*:

- Number and percent of students enrolled in Honors College compared to prior year
- Number of Honors sections offered
- Number of Honors College graduates compared to prior year

3.5 Recognize and support intercollegiate athletics and the arts as vehicles to promote a well-rounded collegiate experience for all students. (Provost, Athletics)

Key Performance Indicators*:

- Number and list of events (athletic and artistic) provided for the year
- Average number of students that attend sporting events
- List of promotions and collaborations with student groups to engage them in athletics
- Number and list of new academic support initiatives provided to student athletes

3.6 Assess outcomes (student learning, administrative support, academic and student support, research, community/public service, and general education) to ensure continuous improvement and student success. (Provost will provide overall response; other Divisions will respond on how they modified or improved outcomes)

Key Performance Indicators*:

- Examples of new selected improvement efforts implemented as a result of assessment findings
- Number and percent of programs completing outcomes assessment
- Number and percent of completed audits

Re: Examples of selected improvement efforts
-New procedures crafted for Event Work and Timekeeping to comply with state and federal law (in response to Internal Audits)R
-Improvements made to HR website in response to campus user feedback.

Re: Completed Audits
-Internal Audits and Analysis - Event Time Recording and Approval
-Internal Audits and Analysis - Leave Reporting Review (Timekeeping)

-Internal Audits and Analysis - General Controls Audit of SAP
-Internal Audits and Analysis - Credentialing Audit (Underway)
-Texas Comptroller of Public Accounts - Post Payment Audit (Underway)
-HR Office - Document Athletics Personnel Policies and Procedures (Underway)

3.7 Utilize program review and accreditation processes to improve academic, administrative, and student support programs to foster student success. (Provost)

Key Performance Indicators*:

- Number of program reviews completed and number submitted to THECB
- Examples of selected program improvements made based on program review/accreditation findings
- Percent of academic program reviews with all items scored "acceptable" or higher

3.8 Broaden efforts to facilitate successful transition of students to the workplace and graduate/professional education. (Provost, VPSA)

Key Performance Indicators*:

- Number and list of career support programs provided
- Number and list of academic outreach and recruitment efforts
- Number and list of new companies recruiting at Texas State
- Number and list of employers conducting on-campus interviews
- Number and list of career fairs, including number of employers attending fairs
- Number of internships completed by students
- Number and list of programs and events to prepare students for graduate/professional education
- Number and list of alumni-supported career events and initiatives to support student networking and career success
- Number and list of on-campus student employment career preparation programs and initiatives
- Number of face-to-face career counseling appointments
- Number of PACE career counseling sessions

3.9 Continue faculty and student information literacy initiatives that support student learning. (VPIT)

Key Performance Indicators*:
- Number of literacy sessions provided
- Number of faculty and students served

3.10 Implement Personalized Academic and Career Exploration (PACE) to foster retention and success. (Provost, VPSA)

Key Performance Indicators*:
- Number of freshman students served
- Number and list of support programs provided
- QEP successes based on outcomes achievement and continuous improvement

Goal 4: Enrich our learning and working environment by attracting and supporting a more diverse faculty, staff, and student body.

4.1 Attract and retain a diverse faculty and staff. (Provost)

Key Performance Indicators*:
- Number and percent of female full-time faculty and staff compared to prior year
- Number and percent of African American, Hispanic, and other minority faculty and staff compared to prior year

4.2 Remain a Hispanic Serving Institution. (Provost)

Key Performance Indicators*:
- Number and percent of Hispanic student enrollment compared to prior year
- Number and percent of Hispanic student graduates compared to prior year
- Number and percent of Hispanic students retained compared to prior year

4.3 Enhance student recruitment, retention, and support programs for all racial, ethnic, gender-based, and international groups. (Provost, VPSA, SA/P)

Key Performance Indicators*:

- Examples of new academic, student support, and administrative programs provided
- Number of students served with support activities
- Number and list of new recruitment activities
- Number and list of new academic, student support, and administrative retention activities

4.4 Expand efforts to promote diversity and inclusion among all faculty, staff, and students. (Provost, VPSA, SA/P)

Key Performance Indicators*:

- Examples of new/modified academic programs that added multicultural or multi-perspective content
- Number of new/revised courses with multicultural or multi-perspective content
- Examples of new academic, student support, and administrative programs/activities provided (e.g., activities related to Common Experience)
- Number of individuals served in academic, student support, and administrative programs/activities

4.5 Seek historically underutilized business suppliers. (VPFSS)

Key Performance Indicators*:

- Number of active HUB vendors compared to previous year
- Percentage of construction value issued to HUB vendors
- Number of active mentor/protégé partnerships compared to previous year
- Percent of total university procurement with HUB vendors compared to previous year

Goal 5: Develop and manage human, financial, physical, and technological resources effectively, efficiently, and ethically to support the university's mission.

5.1 Increase average full-time staff salaries in all categories. (VPFSS)

Key Performance Indicators*:

- Percent increase in average salary levels for all categories

EEO Category	FY16	FY17	%Change
Admin	$ 113,340	$114,406	0.94
Professional	60,378	60,036	-0.57
Clerical	38,327	38,385	0.15
Technical	47,587	47,550	-0.08
Skilled Craft	44,831	44,396	-0.97
Service	27,976	28,156	0.65
	Average		0.02

5.2 Increase number of full-time staff as a percent of all staff FTE. (VPFSS)

Key Performance Indicators*:

- Number and percent increase in full-time staff compared to prior year
- Number and list of newly-created positions

Re: Full time staff
-2016 - 2191
-2017 - 2177
- Decrease of 14 or .006%

Re: Newly created positions
-New full time staff positions approved by job audit - 47

Note-This figure does not necessarily represent all newly created positions, only ones that went through a new position job audit. Also, it does not necessarily represent increased funding. Ex: In HR we show 2 new positions, but we actually deleted 1 and used the funding to create 2 lesser paying positions…so there was no actual increase in funding. This has been a misleading KPI for years.)

-List of 47 new positions created by job audit are in separate attachment

5.3 Provide merit increases and other recognitions based on performance in order to retain highly competent staff. (All Divisions)

Key Performance Indicators*:

- Merit increases awarded/not awarded
- List of recognitions received

Re: Merit Increases - University
-Merit eligible - 1894
-Merit awarded - 1657 (87.49%)
-Merit not awarded - 237 (12.51%)

-Merit Increases - Human Resources
-Merit eligible - 24
-Merit awarded - 24 (100% of merit eligible)
-Merit not awarded - 2 (one eval score below 300, one not hire date eligible)

Recognitions Received - Human Resources Staff
-FSS Customer Service Award - 2
-Completed Masters Degree - 2
-Nomination for TSUS Staff Excellence Award - 1
-Accepted invitation/presented at International Communications Conf - 1

5.4 Maintain a physical setting that presents Texas State as a premier institution. (VPFSS)

Key Performance Indicators*:

- Number and list of new repair and renovation projects completed
- Number and list of new campus enhancement projects completed
- Number and list of new ADA modification projects completed

5.5 Implement the Campus Master Plan update for 2012-2017 to ensure it meets the needs of the University. (VPFSS)

Key Performance Indicators*:

- Number and list of capital projects completed
- Total cost of capital projects completed
- Number and list of property acquisitions
- Number and list of new "gray to green" projects completed per the Campus Master Plan

5.6 Maintain compliance with Coordinating Board classroom and class lab space usage efficiency standards. (VPFSS)

Key Performance Indicators*:

- Total hours of classroom type activity taught anywhere on campus divided by total number of classrooms must equal or exceed 45 hours per week
- Total hours of classroom lab type activity taught anywhere on campus divided by total number of class labs must equal or exceed 35 hours per week
- Total number of weekly minutes taught in classrooms divided by 50 minutes and divided by total number of classrooms must equal or exceed 38 hours per week
- Total number of weekly minutes taught in class labs divided by 50 minutes and divided by total number of class labs must equal or exceed 25 hours per week
- Student station occupancy in classrooms is 65% or above for classrooms
- Student station occupancy in class labs is 75% or above for class labs

5.7 Expand and support professional development opportunities for faculty and staff. (Provost, VPFSS)

Key Performance Indicators*:

- Examples of major new internal professional development workshops offered at main campus and Round Rock campus
- Examples of major new internal faculty development sessions offered
- Total number of faculty served through internal faculty development sessions
- Total number of staff served through internal professional development sessions
- Examples of external faculty development opportunities attended by faculty
- Examples of external professional development opportunities attended by staff
- Number of faculty developmental and supplemental leaves awarded

Re: Major New Internal Professional Development Workshops - University
-New Health and Wellness workshops - 18
-New Research Community workshops - 3
-New/Revised General workshops - 25

Re: Staff served - 4,297 served in 146 sessions

Re: Human Resources Internal Professional Development Opportunities
-Internal - 298 (Includes webinars from outside sources)
-External - 39

Re: Examples of External Opportunities
-CUPA National Conference - Washington DC
-Texas Higher Education Human Resources Association - Austin/Galveston
-Basic Mediation Training
-International Communications Conference - San Diego
-PeopleAdmin People Connenct - Austin
-Werling Salary Survey Conference - San Antonio
-NPLRA Conference (Employee Relations) - Dallas

5.8 Support structured, standards-driven web course development and programs that enable faculty to appropriately integrate technology into the teaching-learning process. (Provost, VPIT)

Key Performance Indicators*:

- Examples of new web-based courses offered compared to prior year
- Number of faculty completing distance education training
- List and dollar amount of new resources provided to support distance learning
- List and dollar amount of new resources provided to support technology in the teaching and learning process
- Number and list of current excellence in online teaching awards

-

5.9 Reduce deferred maintenance in existing facilities. (VPFSS)

Key Performance Indicators*:

- List and total cost of deferred maintenance projects completed

5.10 Ensure compliance with SACSCOC standards to continuously improve overall institutional effectiveness. (Provost)

Key Performance Indicators*:

- Number and list of major process improvements made to address specific SACSCOC standards
- Number of IE Council meetings held and level of participation
- Number of disseminations of SACSCOC-related information

5.11 Effectively engage alumni and external constituents to influence and generate human and financial capital opportunities. (Provost, VPUA)

Key Performance Indicators*:

- Number and list of alumni and new external constituent (parents, families, businesses) outreach activities
- Total annual value of alumni and external constituent contributions
- Number and percent of alumni donating to Texas State
- Number and percentage of alumni who have graduated in the last five years that donate to Texas State
- Number of alumni volunteering their time on behalf of Texas State (e.g., board participation, Chapter leadership, guest speakers, faculty, advisory boards, judges, research)
- List of new student and alumni collaboration efforts (e.g., conferences, mentoring)
- Number and list of recognized alumni achievements
- Number of events and total participation at Alumni Association sponsored and co-sponsored events
- Number of recognized alumni chapters, number of alumni chapter hosted events, and annual participation at these events

5.12 Assess the needs and opportunities to refine Alkek Library utilization to improve support for the achievement of faculty and student instruction and research. (VPIT)

Key Performance Indicators*:

- Number and list of library assessment activities
- Number and list of library improvements made

5.13 Ensure regulatory compliance, environmentally responsible and sustainable practices and the efficient use of energy and water resources. (VPFSS)

Key Performance Indicators*:

- Percent of campus electric usage per square foot increase/decrease compared to prior year
- Percent of campus natural gas consumption per square foot increase/decrease compared to prior year
- Number and list of awards/recognitions for environmentally responsible practices

- Number and list of new environmentally responsible activities implemented
- Number of new activities implemented as a result of external audit findings

5.14 Leverage Enterprise Resource Planning (ERP) and other technology investments to continually improve campus business and instructional support activities. (VPFSS, VPIT)

Key Performance Indicators*:

- Narrative list of campus business improvements enabled or enhanced by technology
- Number and list of new and enhanced instructional support activities provided

Re: Business Improvements
-Conversion of hard copy application form for employee reimbursement for completed college courses to online form
-Developed online form for courses offered by EHSRM
-Instituted online payments to vendors participating in Employee Wellness Fair
-Transferred mandatory student worker safety training from TRACS to SAP
-Instituted ZOOM technology to transmit New Employee Welcome I to new employees hired in out-of-state locations
-Totally revamped 75% of HR website
-Revised SuccessFactors Performance Management Tool

5.15 Implement fundraising initiatives to help achieve strategic plan goals. (VPUA)

Key Performance Indicators*:

- Total dollar amount raised for the year
- Total dollars raised per strategic fundraising priority area

5.16 Promote a safe and secure environment. (VPSA, SA/P)

Key Performance Indicators*:

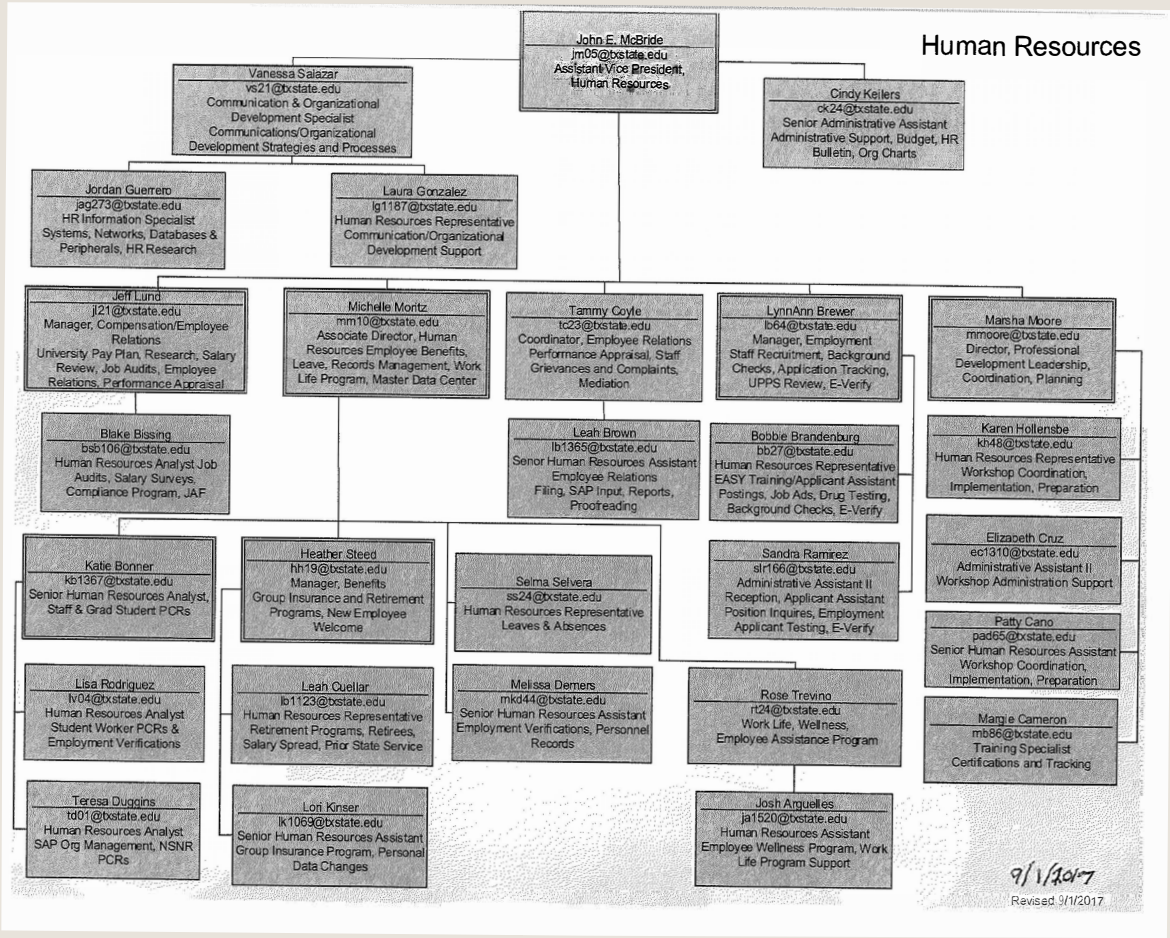
- Number and list of new safety/security support activities introduced
- Increase/decrease in crime statistics
- Number of new educational activities related to applicable laws and regulations (e.g., Title IX, Campus Save Act, Violence Against Women Act)

- Percent of required policy and procedure statements updated for the year as a result of applicable laws and regulations (e.g., Title IX, Campus Save Act, Violence Against Women Act)
- Number and percent of faculty, staff, and students that have received training related to applicable laws and regulations (e.g., Title IX, Campus Save Act, Violence Against Women Act)

FISCAL YEAR 2018

Human Resources Employees
Fiscal Year 2018

Name of Employee	Job Title	Subgroup	FTE
Mr Joshua Adam Arguelles	Human Resources Assistant	12 Mo NE Salaried	100.00
Mr Blake Samuel Bissing	Human Resources Analyst	12 Mo Ex Salaried	100.00
Ms Kathryn L Bonner	Sr Human Resources Analyst	12 Mo Ex Salaried	100.00
Mrs Bobbie J Brandenburg	Human Resources Representative	12 Mo NE Salaried	100.00
Mrs LynnAnn Hien Brewer	Mgr, Employment	12 Mo Ex Salaried	100.00
Ms Leah Victoria Brown	Sr Human Resources Assistant	12 Mo NE Salaried	100.00
Margaret Velma Cameron	Training Specialist	12 Mo Ex Salaried	100.00
Mrs Patricia Duran Cano	Sr Human Resources Assistant	12 Mo NE Salaried	100.00
Mrs Tammy Lee Coyle	Mgr, Employee Relations	12 Mo Ex Salaried	100.00
Mrs Leah N Cuellar	Human Resources Representative	12 Mo NE Salaried	100.00
Ms Melissa K Demers	Sr Human Resources Assistant	12 Mo NE Salaried	100.00
Mrs Teresa A Duggins	Human Resources Analyst	12 Mo Ex Salaried	100.00
Miss Laura Gonzalez	Human Resources Representative	12 Mo NE Salaried	100.00
Mr Jordan Alexander Guerrero	Systems Support Spec I	12 Mo NE Salaried	100.00
Mrs Karen Ann Hollensbe	Human Resources Representative	12 Mo NE Salaried	100.00
Ms Heather M Houston	Mgr, Benefits	12 Mo Ex Salaried	100.00
Mrs Cynthia V Keilers	Sr Admin Asst	12 Mo NE Salaried	100.00
Mrs Lori K Kinser	Sr Human Resources Assistant	12 Mo NE Salaried	100.00
Mr Jeffrey N Lund	Mgr, Compensation	12 Mo Ex Salaried	100.00
Mr John E McBride	Asst VP, Human Resources	12 Mo Ex Salaried	100.00
Ms Marsha M Moore	Dir, Professional Development	12 Mo Ex Salaried	100.00
Ms Michelle D Moritz	Assoc Dir, Human Resources	12 Mo Ex Salaried	100.00
Ms Sandra Lee Ramirez	Administrative Asst II	12 Mo NE Salaried	100.00
Ms Lisa Silguero Gonzalez	Human Resources Analyst	12 Mo Ex Salaried	100.00
Ms Vanessa Andrea Salazar	Communication and OD Specialist	12 Mo Ex Salaried	100.00
Mrs Selma P Selvera	Human Resources Representative	12 Mo NE Salaried	100.00
Ms Rose C Trevino	Work Life Coordinator	12 Mo Ex Salaried	100.00


Human Resources
John E. McBride
jm05@txstate.edu
Assistant Vice President, Human Resources
Vanessa Salazar
vs21@txstate.edu
Communication & Organizational Development Specialist
Communications/Organizational Development Strategies and Processes
Cindy Keilers
ck24@txstate.edu
Senior Administrative Assistant
Administrative Support, Budget, HR Bulletin, Org Charts
Jordan Guerrero
jag273@txstate.edu
HR Information Specialist
Systems, Networks, Databases & Peripherals, HR Research
Laura Gonzalez
lg1187@txstate.edu
Human Resources Representative
Communication/Organizational Development Support
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Manager, Compensation/Employee Relations
University Pay Plan, Research, Salary Review, Job Audits, Employee Relations, Performance Appraisal
Michelle Moritz
mm10@txstate.edu
Associate Director, Human Resources Employee Benefits, Leave, Records Management, Work Life Program, Master Data Center
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Performance Appraisal, Staff Grievances and Complaints, Mediation
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Marsha Moore
mmoore@txstate.edu
Director, Professional Development Leadership, Coordination, Planning
Blake Bissing
bsb106@txstate.edu
Human Resources Analyst Job Audits, Salary Surveys, Compliance Program, JAF
Leah Brown
lb1365@txstate.edu
Senior Human Resources Assistant
Employee Relations
Filing, SAP Input, Reports, Proofreading
Bobbie Brandenburg
bb27@txstate.edu
Human Resources Representative
EASY Training/Applicant Assistant Postings, Job Ads, Drug Testing, Background Checks, E-Verify
Karen Hollensbe
kh48@txstate.edu
Human Resources Representative
Workshop Coordination, Implementation, Preparation
Katie Bonner
kb1367@txstate.edu
Senior Human Resources Analyst, Staff & Grad Student PCRs
Heather Steed
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Manager, Benefits
Group Insurance and Retirement Programs, New Employee Welcome
Selma Selvera
ss24@txstate.edu
Human Resources Representative
Leaves & Absences
Sandra Ramirez
slr166@txstate.edu
Administrative Assistant II
Reception, Applicant Assistant
Position Inquires, Employment Applicant Testing, E-Verify
Elizabeth Cruz
ec1310@txstate.edu
Administrative Assistant II
Workshop Administration Support
Patty Cano
pad65@txstate.edu
Senior Human Resources Assistant
Workshop Coordination, Implementation, Preparation
Lisa Rodriguez
lv04@txstate.edu
Human Resources Analyst
Student Worker PCRs & Employment Verifications
Leah Cuellar
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Human Resources Representative
Retirement Programs, Retirees, Salary Spread, Prior State Service
Melissa Demers
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Senior Human Resources Assistant
Employment Verifications, Personnel Records
Rose Trevino
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Work Life, Wellness, Employee Assistance Program
Margie Cameron
mb86@txstate.edu
Training Specialist
Certifications and Tracking
Teresa Duggins
td01@txstate.edu
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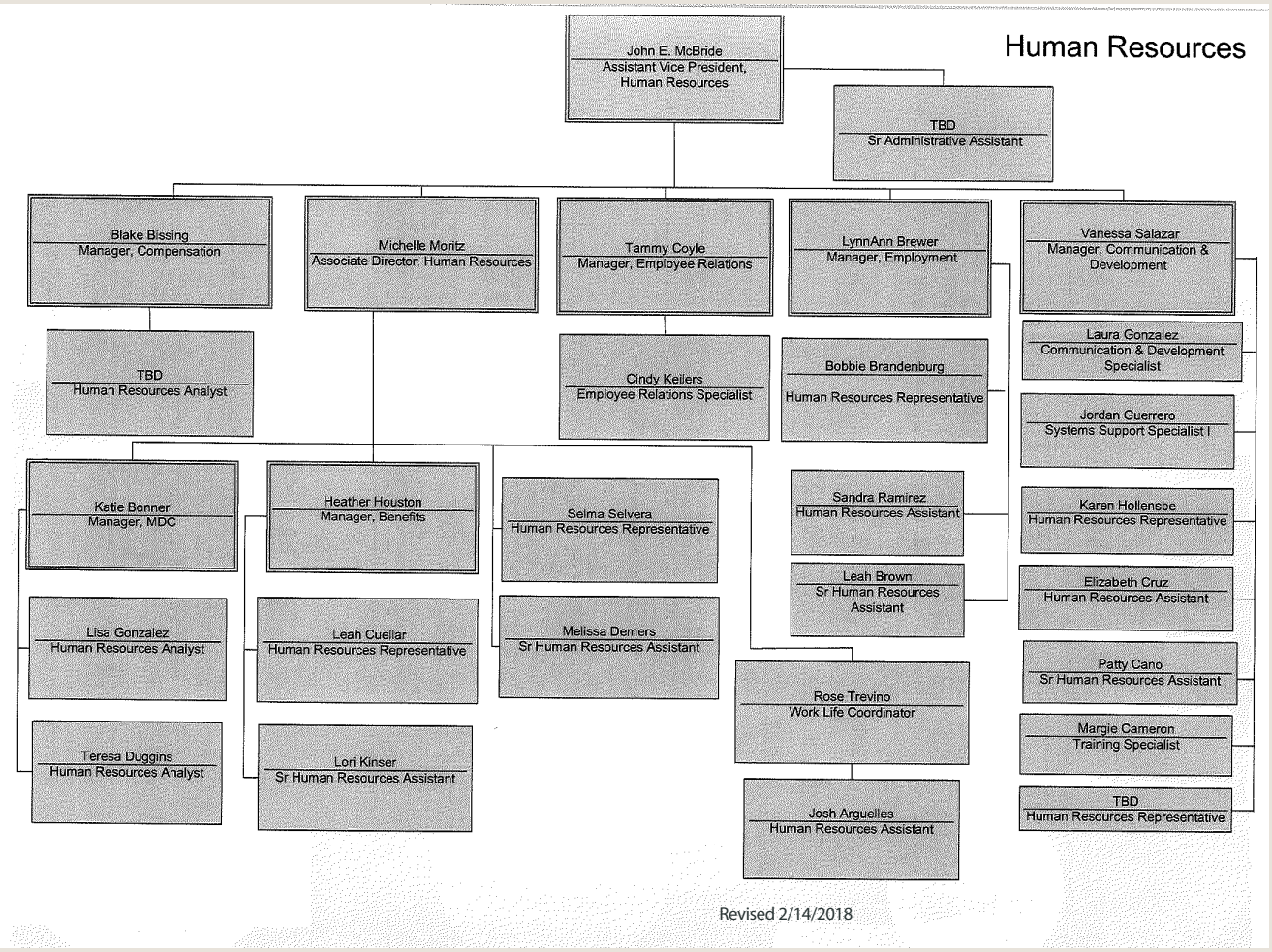
SAP Org Management, NSNR PCRs
Lori Kinser
lk1069@txstate.edu
Senior Human Resources Assistant
Group Insurance Program, Personal Data Changes
Josh Arguelles
ja1520@txstate.edu
Human Resources Assistant
Employee Wellness Program, Work Life Program Support
9/1/2017
Revised 9/1/2017


Human Resources
John E. McBride
Assistant Vice President, Human Resources
TBD
Sr Administrative Assistant
Blake Bissing
Manager, Compensation
Michelle Moritz
Associate Director, Human Resources
Tammy Coyle
Manager, Employee Relations
LynnAnn Brewer
Manager, Employment
Vanessa Salazar
Manager, Communication & Development
TBD
Human Resources Analyst
Cindy Keilers
Employee Relations Specialist
Bobbie Brandenburg
Human Resources Representative
Laura Gonzalez
Communication & Development Specialist
Jordan Guerrero
Systems Support Specialist I
Katie Bonner
Manager, MDC
Heather Houston
Manager, Benefits
Selma Selvera
Human Resources Representative
Sandra Ramirez
Human Resources Assistant
Karen Hollensbe
Human Resources Representative
Leah Brown
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Elizabeth Cruz
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Patty Cano
Sr Human Resources Assistant
Rose Trevino
Work Life Coordinator
Margie Cameron
Training Specialist
Teresa Duggins
Human Resources Analyst
Lori Kinser
Sr Human Resources Assistant
TBD
Human Resources Representative
Josh Arguelles
Human Resources Assistant
Revised 2/14/2018

FY18 Headcount by Division

		October	January	April	July	Average
Office of President						
	Benefits Eligible Staff	19	12	12	12	13.8
	Non Benefits Eligible Staff	3	11	11	12	9.3
	Benefits Eligible Students	3	3	2	1	2.3
	Non Benefits Eligible Students	5	4	6	3	4.5
	Total	30	30	31	28	29.8
Information Technology						
	Benefits Eligible Staff	309	312	309	307	309.3
	Non Benefits Eligible Staff	15	15	15	13	14.5
	Benefits Eligible Students	5	2	3	2	3.0
	Non Benefits Eligible Students	257	253	263	182	238.8
	Total	586	582	590	504	565.5
Academic Affairs						
	Benefits Eligible Faculty	1554	1551	1556	1495	1539.0
	Non Benefits Eligible Faculty	588	626	593	549	589.0
	Benefits Eligible Staff	794	796	814	819	805.8
	Non Benefits Eligible Staff	111	131	136	251	157.3
	Benefits Eligible Students	940	895	945	691	867.8
	Non Benefits Eligible Students	1700	1739	1772	1620	1707.8
	Total	5687	5738	5816	5425	5666.5
Finance & Support Services						
	Benefits Eligible Staff	488	480	479	474	480.3
	Non Benefits Eligible Staff	16	16	15	21	17.0
	Benefits Eligible Students	1	1	1	0	0.8
	Non Benefits Eligible Students	179	161	164	105	152.3
	Total	684	658	659	600	650.3
Student Affairs						
	Benefits Eligible Staff	429	429	435	440	433.3
	Non Benefits Eligible Staff	37	43	43	69	48.0
	Benefits Eligible Students	43	43	39	14	34.8
	Non Benefits Eligible Students	812	787	787	379	691.3
	Total	1321	1302	1304	902	1207.3
University Advancement						
	Benefits Eligible Staff	49	54	51	52	51.5
	Non Benefits Eligible Staff	2	2	3	4	2.8
	Benefits Eligible Students	4	4	4	2	3.5
	Non Benefits Eligible Students	21	21	20	16	19.5
	Total	76	81	78	74	77.3
Athletics						
	Benefits Eligible Staff	94	93	96	97	95.0
	Non Benefits Eligible Staff	9	11	10	9	9.8
	Benefits Eligible Students	0				0.0
	Non Benefits Eligible Students	153	135	129	47	116.0
	Total	256	239	235	153	220.8

McBride, John E

From: McBride, John E
Sent: Monday, May 14, 2018 6:21 PM
To: Arguelles, Joshua; Blake Bissing; Bonner, Katie; Brandenburg, Bobbie J; Brewer, LynnAnn; Brown, Leah; Cameron, Margie; Cano, Patricia D; Coyle, Tammy L; Cruz, Elizabeth; Cuellar, Leah N; Demers, Melissa; Duggins, Teresa A; Gonzalez, Laura; Gonzalez, Lisa S; Guerrero, Jordan; Hollensbe, Karen A; Houston, Heather; Keilers, Cynthia V; Kinser, Lori; Lund, Jeffrey N; Moore, Marsha M; Moritz, Michelle D; Ramirez, Sandra L; Salazar, Vanessa A; Selvera, Selma P; Trevino, Rose C
Subject: FW: Recap: HR Accomplishments, Goal Status, and First Draft of Future Goals
Attachments: HR Accomplishment, Goal Status (1).docx; HR Other Significant Accomplishments (2).docx; HR Accomplishment First Draft of Futuer Goals (3).docx

All,

Bring a copy of these goals and accomplishments to the HR Retreat on Friday, May 18, 2018.

Thanks,

John

From: McBride, John E
Sent: Wednesday, April 25, 2018 9:18 AM
To: Arguelles, Joshua <ja1520@txstate.edu>; Blake Bissing <bsb106@txstate.edu>; Bonner, Katie <katieb@txstate.edu>; Brandenburg, Bobbie J <bb27@txstate.edu>; Brewer, LynnAnn <lb64@txstate.edu>; 'Brown, Leah' <lb1365@txstate.edu>; Cameron, Margie <margie_cameron@txstate.edu>; Cano, Patricia D <pattyd.cano@txstate.edu>; Coyle, Tammy L <tc23@txstate.edu>; Cruz, Elizabeth <ec1310@txstate.edu>; Cuellar, Leah N <lb1123@txstate.edu>; 'Demers, Melissa' <mkd44@txstate.edu>; Duggins, Teresa A <td01@txstate.edu>; 'Gonzalez, Laura' <lg1187@txstate.edu>; Gonzalez, Lisa S <lisag@txstate.edu>; Guerrero, Jordan <jag273@txstate.edu>; Hollensbe, Karen A <kh48@txstate.edu>; Houston, Heather <houston@txstate.edu>; Keilers, Cynthia V <ck24@txstate.edu>; 'Kinser, Lori' <lk1069@txstate.edu>; Lund, Jeffrey N <jl21@txstate.edu>; Moore, Marsha M <mmoore@txstate.edu>; Moritz, Michelle D <mm10@txstate.edu>; Ramirez, Sandra L <slr166@txstate.edu>; Salazar, Vanessa A <vs21@txstate.edu>; Selvera, Selma P <ss24@txstate.edu>; Trevino, Rose C <rt24@txstate.edu>
Subject: FW: Recap: HR Accomplishments, Goal Status, and First Draft of Future Goals

Dear All,

This is what I submitted to Mr. Algoe to meet his request for a list of our accomplishments for the period 6/1/17 – 5/31/18.

Again, as all of you can see, we continue to excel in all we do for the university and its faculty and staff. I want to thank each of you for your continuing dedication and hard work.

Great job everyone!!

John

1

GOALS/ACCOMPLISHMENTS RE: GOALS (2017-2018)

VPFSS Goals for Human Resources

1. Complete implementation of SuccessFactors staff performance management system to include Job Profile Builder and updating all job descriptions.

    - New performance management system revised and implemented based on feedback from 2016-2017 cycle. Major revisions include carrying job duties over from previous cycle without having to re-enter; permitting goals to be entered in job duties section; decreasing Competencies for evaluation from 14 to 7 and revised descriptive evaluation criteria; decreasing Behaviors from 7 to 4 and revised descriptive evaluation criteria; and decreasing mandatory review levels from 9 to 5.
    - Updated and created job specifications for all 700+ staff job titles appearing in the Staff Pay Plan.
    - Have continued working with IT on developing process to implement Job Profile Builder software tool.

2. Develop and document a sustainable Compensation and Classification improvement strategic plan to include making no-cost reallocations when possible.

    - Prepared and submitted two no-cost reallocation recommendations to VPFSS. Not implemented and put on hold pending receipt of plans for staff title consolidation/reduction.
    - Almost complete with staff title consolidation/reduction recommendation. Recommendation will call for reducing staff titles from over 700 to estimated 250-300. Recommendation expected to be complete by May 1. Reduction recommendation includes developing system to continue accurate market comparisons.
    - Have developed and submitted proposal for use of functional titles.
    - Have completed survey of compensation/classification practices at all Texas NRU's and emerging NRU's. Will use data to compare and make adjustments as appropriate.

3. Implement Phase 2 of the New Employee Welcome (NEW) program.

    - Created employee and supervisor checklists of milestones and requirements at designated intervals to complete NEW process. Employee checklist currently posted on web and supervisor checklist expected in May 2018.

4. Develop, implement, and distribute new Employee Relations reports.

    - This goal has been met. New summary reports that include information from HR, Equity and Access, and TSUS attorney have been completed and are being distributed regularly to members of President's Cabinet.

5. Develop a plan to improve and streamline the hiring and position audit processes in close coordination with Equity and Access and develop a post-hire report for hiring managers.

    - Hiring – Visited all but one Texas NRU's/ERU's to research hiring process best practices and currently examining results to determine where changes in our process can be made as appropriate. Revised flow chart and reporting tool to more closely monitor/identify where issues/bottlenecks appear in the steps of our process. To assist hiring managers, created a hiring manager user guide for PeopleAdmin processes, an improved Hiring Matrix guide, a Recruitment Toolkit, and a Military Crosswalk for use in hiring veterans. Have initiated contacts with ORSP and Research Coordinators for input re: Researcher needs and have worked closely with Equity and Access. Final determination on Post-Hiring Report on hold pending arrival of new Chief Diversity Officer.
    - Position Audit – Visited all Texas NRU's/ERU's to research position audit process best practices. Preliminary analysis indicates we have perhaps the best process at Texas State. Revised flow chart and reporting tool to more closely monitor/identify where issues/bottlenecks appear in the steps of our process. Have initiated contacts with ORSP and Research Coordinators for input and have worked closely with Equity and Access.

6. Work with Financial Services to develop a University Business Administrator program.

    - HR initiated coordination with Financial Services beginning in December 2017 to develop this program. Several subsequent meetings with the Associate VP, Financial Services and IT have been held. Draft of modules and courses produced by HR. Currently waiting on Associate VP to identify number of modules (levels) and courses within modules to be taught.

7. Provide a formal professional development opportunity for all management staff.

    - All HR manager staff have attended at least one national and one or more state level HR conferences during the fiscal year. National conferences include CUPA and the twice per year THEHRA state conferences.

- Had one employee complete Master's degree, another entered a Masters degree at Texas State, and yet another is pursuing a Bachelors degree...all through our university work release policy.

8. Support exploration of alternative Enterprise Resource Planning (ERP) software options.

    - HR staff have not been involved in a university-wide ERP evaluation, but have looked at several software solutions to include SuccessFactors (Performance Management/Org Charts/Learning Management System); Ingentis (Org Charts); Equifax (I-9); ICIMS, NEOGOV, TALEO, Oracle (Applicant Tracking/Recruiting); Accord, Blackboard, Cornerstone, LearnUpon, Skillport, TalentLMS, Workday, Edmondo, Moodle (Learning Management System); Flipping Book (HR Bulletin)

AVP Goals for Human Resources

1. Develop policies and procedures to comply with any HR federal, state, TSUS, or university leadership requirements.

    - Made adjustments in response to several audits as well as reviewed 15 (both in/out of cycle) of the 29 UPPS's for which HR is the Senior Reviewer (more than any other campus office). As of May 1, 2018, no HR UPPS's were in delinquent status.

2. Continue to develop the expanding ER function to include coordination with TSUS Associate General Counsel and Equity and Access to improve/clarify the university's staff grievance and Title IX processes.

    - ER function continued expansion with 6 investigations (54 interviews), 2 mediations, 30 grievances for FY 18 with 4 months left in FY vs 25 for all of FY 17, and 168 official disciplinary actions for FY 18 to date vs 171 for all of FY 17.
    - Incorporated the University's Title IX dispute process into staff grievance policy (UPPS 04.04.41) and developed new Title IX dispute form

3. Improve HR communication processes/techniques to our customers re: policies, procedures, and other related important HR information.

    - Completely revamped all HR area websites (e.g. Benefits, Compensation, Employment, Employee Relations, Work Life, Professional Development, and Master Data Center). Also revamped New Employee Welcome, HR Homepage, and reorganized HR web resources.
    - Designed and completed new Veteran Employment & Support website, including a military crosswalk to Texas State job titles. Rollout projected for May 1, 2018.

- Reduced broken links of entire HR webpage and Support Staff Resources site to 0.
- Created Communication Best Practices training module in Managing@TxState.
- Revamped About Us page and the HR forms website.
- Developed Benefits link used in job postings, benefits brochures for faculty and staff, and revamped Staff Handbook.

4. Complete personal benefits calculation tool and develop annual total compensation statement.

    - Continued to work through development issues with IT staff. Rollout now expected June 2018.

5. Develop a military MOS crosswalk for our play plan titles (similar to state of Texas) to aid in our recruitment of veterans.

    - Military crosswalk complete. Rollout expected May 1, 2018.

6. Complete documentation of Athletics HR policies and procedures.

    - Documentation of Athletics HR policies and procedures is complete.

7. Completed development and implementation of First Line Supervisor/Manager training program.

    - Developed a three-tiered curriculum (aspiring supervisors, supervisors, managers) based on research and input from campus focus groups. Currently determining attendance criteria, who will teach curriculum, and what are projected final costs for implementing program. Tentative target date January 2019.

8. Revamp the HR website to more organized, aesthetic, and cohesive site that aligns with Texas State marketing standards.

    - Completely revamped HR website. See AVP Goal 3 above. Launch expected May 2018.

OTHER SIGNIFICANT ACCOMPLISHMENTS (6/1/17 - 5/31/18)

Recurring

- Insurance Annual Enrollment – Conducted annual Summer Insurance/Benefits Open Enrollment for 4350 covered faculty and staff in accordance with state law and ERS guidelines which included a change to Blue Cross/Blue Shield as third party administrator. Worked with BCBS to expand coverage to New Braunfels area when several NB providers initially refused to join new BCBS network.

- Salary Review – Conducted mid-year salary review process covering 2200 staff employees in accordance with eligibility criteria established by President's Cabinet.

- Pay Plan Relationships/Salary Survey Process – Conducted Annual Staff Pay Plan Relationships and Salary Survey process covering over 700 staff Pay Plan titles resulting in report to President's Cabinet covering nine modules including Compensation Philosophy; Overview of All Fund Costs by Market; Overview of Method Fund Costs by Market; Pay Plan Relationships by Local and University Markets; Market Index (Turnover Data); Local Market Analysis; University Market Analysis; No Cost Reallocation Data; and recommended Implementation Cost Based on CPI-U data.

- Employee Wellness/Financial Planning and Retirement/Staff Support Fairs

  --Employee Wellness Fair – Planned and coordinated annual Employee Wellness Fair which drew 43 vendors who provided services to 594 faculty and staff attendees that included general wellness information, flu immunizations,
  Mammograms, and screenings for blood pressure, glucose, vision, hearing,, as well as an impaired driver simulator and fitness assessments.
  --Financial Planning and Retirement Fair – Offered 5 topic sessions (Retiree Panel Discussion, TxSt Retirement Steps, Social Security, Teacher Retirement System, Employees Retirement System) which served over 350 attendees.
  --Staff Resources Fair – Collaborated with Administrative Support Staff Committee to plan and coordinate 2 Resource Fairs: Fall – 284 employees visiting 26 office representatives; Spring – 264 employees visiting 29 office representatives.

- Professional Development – Conducted Professional Development activities that included presenting 137 workshops with 2750 participants; tracking of another 79 courses with almost 1000 attendees in course management for training not directly provided by Professional Development; providing 120 total workplace safety presentations to a core of 350 participants; coordinating reimbursement of 161 employees for 890 credit hours for summer and fall 2017; and coordinating Staff Development Leave for 11 participants.

- Document Imaging Project – With one-time funding hired 4 NSNR staff to scan and index archived files. Completed conversion of student employee and temporary staff, and working on terminated faculty and staff files. Over 56,000 documents have been indexed (estimated at 13.16% complete).

New

- Responded to several Internal/External Audits - Provided data, management responses and recommendations, and implementation of required/approved changes. Audits included SAP Controls, Event Work, Timekeeping, Credentials, IT Security, State Comptroller Post Payment.
- Developed and implemented GED Reward Program for university employees.
- Developed advertisement and added link to Benefits at Texas State ("Why Work at Texas State") to all job postings to aid in recruitment.
- Held 2nd Annual Planning Retreat for all HR staff at Meadows Center. Top issues (External Communication, Internal Communication, Exit Interviews, Marketing Texas State as Great Place to Work, Training) from staff identified along with suggestion/strategies to address issues.
- Worked with Budget Office to delimit hundreds of vacant positions in SAP.
- Initiated coordination with IT to develop a standardized organization chart tool to meet university and SACS needs.
- Initiated and began work to develop a process to be followed for non-WCI Fit for Duty/Return to Work situations.
- Working on complete rewrite of Staff Performance Management Policy (UPPS 04.04.20) and Reduction in Force (RIF) Policy (UPPS 04.04.14)
- Provided research for possible policy/procedure revisions re: Reporting of Arrest Information and Compensation Limitations in Lateral Transfer Situations.
- Coordinating meeting of all TSUS HR Directors with TSUS Vice Chancellor Fernando Gomez in Austin at TSUS Offices. Tentative meeting window May 29-June 15, 2018. Topics identified to date: Compliance, Outside Employment, and RIF.

McBride, John E

From: McBride, John E
Sent: Tuesday, December 4, 2018 3:53 PM
To: Nusbaum, Nancy
Subject: RE: 2017-2018 University Plan Progress Report
Attachments: VPFSS 2017-2018 plan progress (004) (002)

Nancy,

Attached is our report.

Comments

I think we are going to have to get some clearer definitions re: the KPI's so we can determine exactly what is being asked for and why. Examples (there may be others):

3.4 Number of NEW research job postings along with average time to fill.
What is a "research position"?

4.1 Comparison of median salary by position at Texas State with median salary in the local market for staff and to CUPA-HR national data or appropriate peer set for faculty.
These figures reflect only data for which we have direct matches in the markets. It does not include the titles whose salaries are based on "plugs" to another title....and these "plugs" in effect represent the "market" for these titles.

4.8 Number of NEW non-faculty positions added at Round Rock Campus.
We only have data to report new position audits. We do not have data for positions transferred to Round Rock...ie, like the maintenance positions transferred from San Marcos Facilities to Round Rock.

These are things we will need to address and clarify as we go forward.

Thanks,

John

From: Nusbaum, Nancy <nnusbaum@txstate.edu>
Sent: Friday, November 30, 2018 1:25 PM
To: Borgonah, Darryl J <borgonah@txstate.edu>; Black, Cristine <cblack1@txstate.edu>; McBride, John E <jm05@txstate.edu>; Van Vlack, Valarie R <vv11@txstate.edu>; McCoy, Wendy R <wendy.mccoy@txstate.edu>; Lattie, Rickey D <rl05@txstate.edu>
Subject: FW: 2017-2018 University Plan Progress Report

Reminder – your reports are due Tuesday.

Nancy

1

2017-2023 Texas State University Plan

2017-2018 Plan Progress

College/Unit/Division: Vice President for Finance and Support Services

1. Promote the success of all students.

1.1 Plan and implement activities aimed at improving the overall student experience and satisfaction.

- Number of students in the current year involved in curricular and co-curricular activities that indicate high levels of satisfaction or have received special recognitions [Student Affairs]
- Number of students in the current year involved in activities aimed at improving student experiences [Student Affairs]
- Number of TxState Mobile Application downloads in the current year [Technology Resources]
- Number of interactions with the TxState Mobile Application in the current year [Technology Resources]
- Number and total cost of NEW campus enhancement projects completed [Facilities Office]

- Number of NEW voluntary meal plans purchased by students [FSS Auxiliaries]

- Increase in total dining and vending sales volume compared to prior year [FSS Auxiliaries]

- Increase in bookstore sales volume other than course materials compared to prior year [FSS Auxiliaries]

- Decrease in percentage of students cancelled for non-payment by payment due date compared to prior year [Student Business Services]

1.2 Manage student enrollment, both at the graduate and undergraduate level.

- Graduate and undergraduate enrollment figures compared to prior year [Institutional Research]

1.3 Increase student retention and graduation rates.

- Student retention rates for all levels (i.e., first-time undergraduate, transfer undergraduate, first-time master's, first-time professional, and first-time doctoral) compared to prior year [Institutional Research]
- Student graduation rates for all levels (i.e., first-time undergraduate, transfer undergraduate, first-time master's, first-time professional, and first-time doctoral) compared to prior year [Institutional Research]
- Student retention rate increases in academic or support services department-identified retention programs for the current year [Deans/Academic Services/Student Affairs]

1.4 Increase scholarship and grant resources to enhance recruitment, retention and graduation of students.

- Number and dollar amount of NEW and total scholarships awarded, including merit scholarships [Institutional Research]
- Number and total dollar amount of all grant resources for the current year [Institutional Research]

1.5 Enhance advising, academic support programs and services to ensure student success.

- Undergraduate student to academic advisor ratios at university and college level compared to prior year [University College]
- Number of students served by advising centers compared to prior year [University College]
- Number of students served by the Student Learning Assistance Center compared to prior year [Student Learning Assistance Center]
- Number of students served by the Writing Center compared to prior year [College of Liberal Arts/Writing Center]
- Number of NEW programs/activities and number of participants that ensure student success (provide one example) [Deans/Vice Presidents]

1.6 Ensure marketable skills are incorporated into curricular and co-curricular experiences.

- Number of academic programs for which marketable skills have been identified compared to prior year [Curriculum Services]
- Number of continuing education courses for which marketable skills have been identified compared to prior year [Distance and Extended Learning]
- Number of NEW curricular and co-curricular programs and experiences that have incorporated marketable skills components in the current year [Deans/Student Affairs]

1.7 Prepare all students to achieve their career goals and make positive and meaningful contributions as they interact in a diverse and increasingly global society through an inclusive program of learning and engagement, rich with diverse perspectives.

- Number of NEW career support programs provided and number of participants [Career Services]
- Number of academic credit internships/practica completed by students in the current year as measured by Semester Credit Hour (SCH) in sources as coded [Institutional Research]
- Number of face-to-face career counseling and career advising appointments for the current year [Career Services]
- Percentage of students in the current year who report employment or graduate/ professional school plans in the Graduating Student Outcomes-First Destination survey [Career Services]

1.8 Provide educational programs and co-curricular activities that foster community, service learning, leadership, career exploration, and personal development.

- Number of NEW educational programs provided and total number of participants [Deans/Student Affairs]
- Number of NEW co-curricular activities provided and total number of participants [Deans/Student Affairs]
- Number of NEW course sections transformed or created with a service learning component [Associate Provost]

1.9 Leverage data and analytics to support growth in student success and institutional processes.

- Number of NEW enrollment management (e.g., recruitment, admissions, financial aid, retention) policies that result from the use of actionable data [Enrollment Management and Marketing]
- Number of NEW dashboards, data and analytical reports published [Institutional Research/Technology Resources]

1.10 Establish the appropriate processes, procedures, and tools to support the necessary accommodations for constituents with disabilities.

- Number of students with disabilities participating in support programs and services in the current year [Office of Disability Services]
- Number of NEW electronic and/or physical ADA compliance processes, procedures and tools completed/available [Vice Presidents]

1.11 Support the success of students by continuously improving the function, condition, reliability, and aesthetics of the facilities and grounds of the university.

- Number and total cost of NEW space repair and renovation projects completed [Facilities Office]

- Number and total cost of NEW campus enhancement projects completed [Facilities Office]

- Number of NEW or modified facilities construction and/or improvement projects in which the Department of Athletics was involved in collaborative planning, improving technology, and/or space utilization and optimization [Athletics]

1.12 Provide a supportive environment for students, including student athletes, that encourages academic excellence, character development, and respectful interaction with others.

- Academic progress rate (APR) of student-athletes for the current year compared to NCAA national average [Athletic Academic Center]
- Student-athlete retention rates (i.e., first-time undergraduate, transfer undergraduate, first-time master's) compared to entire student body [Athletic Academic Center]
- Student-athlete graduation rates (i.e., first-time undergraduate, transfer undergraduate, first-time master's) compared to entire student body [Athletic Academic Center]
- Number of NEW or modified programming for student-athletes that encourage academic excellence, character development, and respectful interaction with others [Athletics]
- Number of NEW or modified programming for student-athletes that promote their emotional, physical, and intellectual well-being [Athletics]

1.13 Provide all students with quality engagement opportunities that model the values associated with equitable competition, engender university pride, positive

community relations, institutional prestige, and promote student well-being and development.

- Number of service learning hours completed by students enrolled in service learning designated courses compared to prior year [Associate Provost]
- Number of NEW curricular and co-curricular programs/activities that provide students with quality engagement opportunities (provide one example) [Deans/Student Affairs]
- Number of student curricular and co-curricular competitions in the current year that receive special recognition [Deans/Student Affairs]
- Number of students and their total service hours in the current year involved in verifiable community service activities [Student Affairs]
- Number of events held on Texas State campuses for the current year that provide opportunities for students to engage, through observation or participation, that model the values associated with equitable competition and engender university pride [Athletics/Student Affairs]

2. Offer high quality academic and educational programming.

2.1 Introduce new academic programs that meet the economic and cultural needs of the region and the state.

- NEW academic programs proposed during the current academic year [Curriculum Services]
- NEW academic programs approved during the current academic year [Curriculum Services]
- Online and hybrid SCH as a percent of overall SCH offered [Institutional Research]

2.2 Provide quality educational programming that leverages diverse perspectives embedded in an inclusive learning environment.

- Number of NEW or modified academic programs that added multicultural or multi-perspective content [Deans]
- Number of NEW or revised courses with multicultural or multi-perspective content [College of Liberal Arts/Center for Diversity and Gender Studies]
- Number of educational or training sessions held in the current year for members or groups within the Texas State campus community that contain information concerning the value of diverse perspectives [Equity and Inclusion/Student Affairs]

2.3 Enhance and expand the Honors College experience to attract high-achieving students.

- Number and percent of students enrolled in Honors College courses offered compared to prior year [Honors College]
- Percent of students in each college participating in the Honors College compared to prior year [Honors College]
- Number of NEW Honors sections offered [Institutional Research]
- Number of Honors College graduates compared to prior year [Institutional Research]

2.4 Improve the capabilities in our learning spaces and learning environments to better foster creativity, enable collaboration, and encourage discovery.

- Number of NEW programs/activities that improve capabilities in the learning environment (provide one example) [Vice Presidents]

- Number of NEW programs/activities that improve capabilities in online learning environments [Distance and Extended Learning]
- Number, percentage, and capacity of active classrooms [Information Technology Assistance Center]
- Number and capacity of diverse learning environments in the university libraries [University Libraries]
- Number and total cost of NEW classroom and teaching laboratory enhancement projects [Facilities Office]

2.5 Transition Texas State's Learning Management System environment to a more integrated, robust, and modern integrated learning system.

- Number of NEW transitional learning management system (LMS) activities implemented [Technology Resources]
- Percentage of courses being taught in the new LMS [Technology Resources]

2.6 Support the growing academic requirements of the university by improving the condition and reliability of academic facilities and technology, creatively assisting departments in optimizing their use of space, and collaboratively planning and constructing new facilities.

- Number and total cost of NEW capital projects resulting in square footage additions coded as "Academic" [Facilities Office]

- Number of NEW technology initiatives implemented during the current year and total cost [Information Technology]

- Percentage of classrooms upgraded technologically for the current year [Information Technology Assistance Center]
- Average age of computers in computer labs (includes learning commons) [University Libraries]

2.7 Increase national and international visibility and presence by supporting curricular and co-curricular initiatives that prepare students to be responsible citizens.

- Number of faculty-led study abroad programs for the current year [International Affairs]
- Number of students studying abroad for the current year [International Affairs]
- Number of NEW institutionally-recognized international exchange programs [International Affairs]
- Number of students participating in Study-in-America for the current year [Distance and Extended Learning]
- Number of NEW curricular and co-curricular service learning programs that prepare students to be responsible citizens (provide one example) [Associate Provost/Student Affairs]
- Number of students participating in NEW global immersion programs [International Affairs/Student Affairs]

3. Achieve significant progress in research and creative activity as measured by national standards.

3.1 Achieve National Research University Fund (NRUF) Eligibility.

- Total restricted research expenditures [Research and Sponsored Programs]
- Total endowment funds [Treasurer]

- Number of Ph.D. degrees awarded [Institutional Research]
- 5-year master's graduation rate [Institutional Research]
- 10-year doctoral graduation rate [Institutional Research]
- Percent of first-time entering freshman class in top 25 percent of high school class [Institutional Research]
- Status as member of Association of Research Library membership, Phi Beta Kappa Chapter, or Phi Kappa Phi Chapter [University Libraries/Honors College]
- Association of Research Libraries (ARL) Library Investment Index ranking [University Libraries]
- Number of tenured/tenure-track faculty who have achieved international and national distinction through recognition as a member of one of the national academies, are

Nobel Prize recipients, and have received other faculty awards as designated in the NRUF eligibility criteria [Academic Affairs/Deans]
- Number of Ph.D. programs [Curriculum Services]

3.2 Develop new graduate programs to advance the university's research goals.

- Number of NEW graduate programs proposed during the current year [Curriculum Services]
- Number of NEW graduate programs approved during the current year [Curriculum Services]
- Number of graduate students enrolled compared to prior year [Institutional Research]
- Number of graduate degrees awarded compared to prior year [Institutional Research]

3.3 Encourage and promote student research opportunities.

- Number of NEW curricular and co-curricular programs that provide students with research opportunities (provide one example) [Deans]
- Number of students participating in the Undergraduate Research Conference and Honors Thesis Forum compared to prior year [Honors College]
- Number of graduate students completing thesis or dissertation projects compared to prior year [The Graduate College]

3.4 Expand support to the research community by enhancing resources to support the evolving requirements while developing a staff of research professionals to support and assist researchers.

- Total research and development expenditures [Research and Sponsored Programs]
- Number of proposals developed with the assistance of Research and Sponsored Programs staff and grant writing contractors compared to prior year [Research and Sponsored Programs]
- Total number and utilization of High Performance Computing (HPC) nodes [Technology Resources]
- Number of technology mitigation plans for research grants [Information Security Office]
- Number of NEW research job postings along with average time to fill [Human Resources]

In the current year, the total number of research job postings is 59. The average time to fill for research job postings is 67 days.

- Number and total cost of NEW capital projects resulting in square footage additions coded as "Research" [Facilities Office]

- Increase in number of research-specific Environmental Health, Safety and Risk Management training courses taught compared to prior year (including attendance) [Environmental Health, Safety and Risk Management]

- Decrease in the number of lab safety inspection violations compared to prior year [Environmental Health, Safety, and Risk Management]

3.5 Foster a university-wide culture that promotes, rewards, and celebrates interdisciplinary research, scholarship, creative activity, innovation, and community engagement.

- Number of applications for Multidisciplinary Internal Research Grants (MIRG) compared to prior year [Research and Sponsored Programs]

4. Provide the necessary services, resources, and infrastructure to support the university's strategic direction.

4.1 Offer competitive salaries to attract and retain highly qualified faculty and staff.

- Median salary levels for each faculty rank including professor, associate professor, assistant professor, and lecturer [Institutional Research]
- Percent increase in average staff salary levels for all ranks [Institutional Research]
- Comparison of median salary by position at Texas State with median salary in the local market for staff and to CUPA-HR national data or appropriate peer set for faculty [Human Resources/Faculty and Academic Resources]

Percent Above Market Median: 37.06%
Percent Below Market Median: 62.94%
Average Percent Difference (Market Median to Texas State Incumbents): 6.84%

- Percentage of positions with an identified market benchmark [Human Resources]

23.51%

4.2 Plan and implement programs to help improve faculty and staff recruitment, hiring, and retention in order to support a highly qualified, diverse, motivated, and satisfied workforce.

- Number of NEW programs and activities that provide assistance in strengthening faculty/staff recruitment, hiring, and retention [Human Resources/Equity and Inclusion/Faculty and Academic Resources]

- Number and percent of African American, Hispanic, and other diverse faculty and staff compared to prior year [Institutional Research]
- Annual turnover percentage of regular faculty and staff (by title, FLSA classification, years of service, age, diversity, division [Human Resources/Faculty and Academic Resources]

	Turnover Pct
Total	14.09%
Exempt	13.54%
Non-Exempt	14.62%
Finance/Support Services	11.04%
Information Technology	7.78%
Academic Affairs	15.92%
Student Affairs	17.89%
Office of President	25.81%
University Advancement	6.00%
Athletics	20.00%
American Indian/Alaskan	31.58%
Asian or Pacific Islander	23.08%
Black/Not Hispanic origin	25.47%
Hispanic	13.70%
Native Hawaiian	0.00%
Unknown	0.00%
White/Not Hispanic origin	13.76%
Female	13.61%
Male	15.59%

- Number of online recruitment advertisements of job postings and advertising sources for the current year [Human Resources]

In the current year, the total number of recruitment advertisements for job postings is 1215 ads. The number of publications is 56 unique advertising sources.

- Number of applications received for staff positions (total, per posting, and average by FLSA classification) for the current year [Human Resources]

In the current year, the total number of applications received for exempt job postings is 6152 applications, the number of exempt job postings is 236 postings, the average number of applications per job posting is 26.07. The total number of application received for nonexempt job postings is 6866, the number of nonexempt job postings is 295, and the average application per job posting is 23.27. The total number of applications received for all job postings is 13018, and the total number of job postings is 531, and the average of applications per job posting is 24.52.

- Time to fill a staff position (overall and by division, FLSA classification) for the current year [Human Resources]

In the current year, the University average time to fill for staff exempt positions is 103 days, the average time to fill for exempt positions per divisions is as follows; Athletics is 53 days, President is 184 days, VPAA is 84 days, VPUA is 81 days, VPFSS is 86 days, VPIT is 120 days, and VPSA is 113 days. The University average time to fill for nonexempt positions is 73 days. The average time to fill for nonexempt positions per divisions is as follows; Athletics is 71 days, President 55 days, VPAA is 69 days, VPUA is 57 days, VPFSS is 80 days, VPIT is 86 days, and VPSA is 98 days. The overall university average time to fill is 63 days. The overall average per division is as follows; Athletics is 61 days, President is 67 days, VPAA is 68 days, VPUA is 53 days, VPFSS is 74 days, VPIT is 77 days, and VPSA is 71 days.

- Time to complete staff new position and reclassification job audits for the current year [Human Resources]

Division	Average Days to Complete
President	2
Athletics	3
AA	4
FSS	3
IT	4
SA	4
UA	4
Avg:	3

- Percentage of Performance Management assessments completed by annual May 31 due date [Human Resources]

78.7%

- Number of WellCats members, events, and participation for the current year [Human Resources]

WellCats members = 1269
Events offered = 1100
Total participation = 12,894

4.3 Promote excellence through effective planning, policy development, assessment, and reporting to ensure the continuous improvement of programs and services.

- Number of involvement and contribution levels in annual plan progress reporting [University Planning and Assessment]
- Number of university and division policies that are current/delinquent [University Planning and Assessment/Vice Presidents]

- Number of NEW policies developed or updated [Vice Presidents]

- Number of responsible areas that are completing assessments and demonstrating continuous improvement for the current year [University Planning and Assessment/Institutional Effectiveness]
- Number of administrative peer reviews conducted for the current year [Vice Presidents]

- Number of program reviews completed/submitted to the Texas Higher Education Coordinating Board for the current year [Institutional Effectiveness]
- Number of required major state and national reports completed and submitted for the current year [Institutional Research]

4.4 Implement fundraising initiatives in support of the university's strategic direction.

- Total dollar amount raised for the current year [University Advancement]
- Total dollar amount raised per strategic fundraising priority area [University Advancement]

4.5 Provide training and educational resources to enhance personal and community safety.

- Number of NEW safety support activities introduced [University Police Department]

- Number of NEW educational activities related to applicable laws (e.g., Title IX, Campus Save Act, Violence Against Women Act) [Equity and Inclusion]

4.6 Enhance information security practices to better predict, prevent, detect, and respond to threats to Texas State's information systems and data.

- Number of security breaches in the current year [Information Security Office]
- Number of applications using Two Factor Authentication [Information Security Office]
- Number of reported security incidents for the current year [Information Security Office]

4.7 Continue to improve strategies and models for governance and planning that are transparent and inclusive.

- List of NEW published models or processes to support governance and planning decisions [Institutional Effectiveness]

4.8 Expand Round Rock Campus resources and space to support the move of the College of Health Professions and growth of other academic offerings at this location.

- List of NEW capital projects completed at Round Rock Campus and total cost [Facilities Office]

- Dining and vending sales volume at Round Rock Campus compared to prior year [FSS Auxiliaries]

- Number of NEW non-faculty positions added at Round Rock Campus [FSS Auxiliaries]

Human Resources performed two New Position Audits for positions located at the Round Rock Campus - 1 Library Assistant II and 1 Clinic Business Manager. Also, Facilities transferred 7 existing positions after ending a contract with an employment agency through reclassifications - 1 Construction Contract Administrator, 1 Electrician, 1 Plumber, 1 Mechanic, 1 Administrative Assistant, 1 HVAC Mechanic I, and 1 Facilities Maintenance Worker.

- Number and total cost of NEW technology initiatives implemented at Round Rock Campus during the current year [Information Technology]
- Total technology expenditures for the current year at Round Rock Campus [IT Business Operations]

4.9 Increase the utilization and effectiveness of available technologies through more impactful implementations, education, training, marketing, and communications.

- Number of IT-related communication and marketing events for the current year [IT Business Operations]

Adoption rates of new technology implementations/upgrades [Technology Resources/ Information Technology Assistance Center/Information Security Office]

4.10 Enhance the experience of the university community by continuously improving processes and interfaces.

- Number of NEW campus business improvements [Vice Presidents]

- Number of electronic documents processed through Adobe Sign [Technology Resources]
- Number of NEW functionalities implemented via mobile technology [Technology Resources]
- Number of NEW cloud solutions vetted and approved [Information Security Office]
- Increase in percentage of employees signed up to receive electronic W-2s compared to prior year [Payroll Office]

- Decrease in percentage of Outstanding Charges Receivable compared to prior year [Student Business Services]

- Increase in number of vendors in the TSUS Marketplace compared to prior year [Procurement and Strategic Sourcing]

- Increase in percentage of automatically paid invoices using 2-way match compared to prior year [Procurement and Strategic Sourcing]

- Increase in utilization of Concur Travel Management tools compared to prior year [Travel Office]

4.11 Provide a diverse and inclusive environment of support to achieve the highest level of performance for all members of the campus community.

- Number and percent of ethnically diverse faculty and staff compared to prior year [Institutional Research]
- Number of NEW cultural and diversity programs [Student Affairs]

4.12 Effectively engage alumni and external constituents to influence and generate human and financial capital opportunities.

- Number of NEW external constituent outreach (parents, families, business) activities and number of participants [Deans/Student Affairs/Finance and Support Services]

- Number and percent of alumni (undergraduate degree holders) donating to Texas State compared to prior year [University Advancement]
- Number and percent of recent (graduated within last five years) alumni donating to Texas State compared to prior year [Alumni Relations]
- Number of NEW alumni achievement awards for the current year [Alumni Relations]
- Number of NEW Alumni Association sponsored and co-sponsored events and number of participants [Alumni Relations]
- Number of NEW recognized alumni chapters [Alumni Relations]
- Number of NEW alumni chapter-hosted events and number of participants [Alumni Relations]

4.13 Provide programs and services that support and enhance the health and wellness of the university community.

- Number of NEW student health and wellness activities provided and number of participants [Deans/Student Affairs]
- Number of NEW faculty and staff health and wellness activities provided and number of participants [Human Resources]

Added 'Walk with Ease' to the WellCats program with 496 participants.

- Employee Assistance Program utilization rate compared to prior year [Human Resources]

2017 - 5.7%
2018 - 6.3%

4.14 Provide a competitive, high-profile, diverse, equitable athletics program, in compliance with applicable rules and regulations, which increases university prestige and creates exciting engagement opportunities.

- Number of NCAA Division I events held for the current year that provided engagement opportunities for faculty, staff, students, alumni, and the community-at-large [Athletics]

4.15 Support the growing requirements of the university by enhancing the condition and reliability of the university infrastructure, creating redundancy to support essential building operating systems, and collaboratively planning and constructing new facilities.

- Number of deferred maintenance projects completed for the current year and total cost [Facilities Office]

- Number and total cost of NEW infrastructure repair and renovation projects completed [Facilities Office]

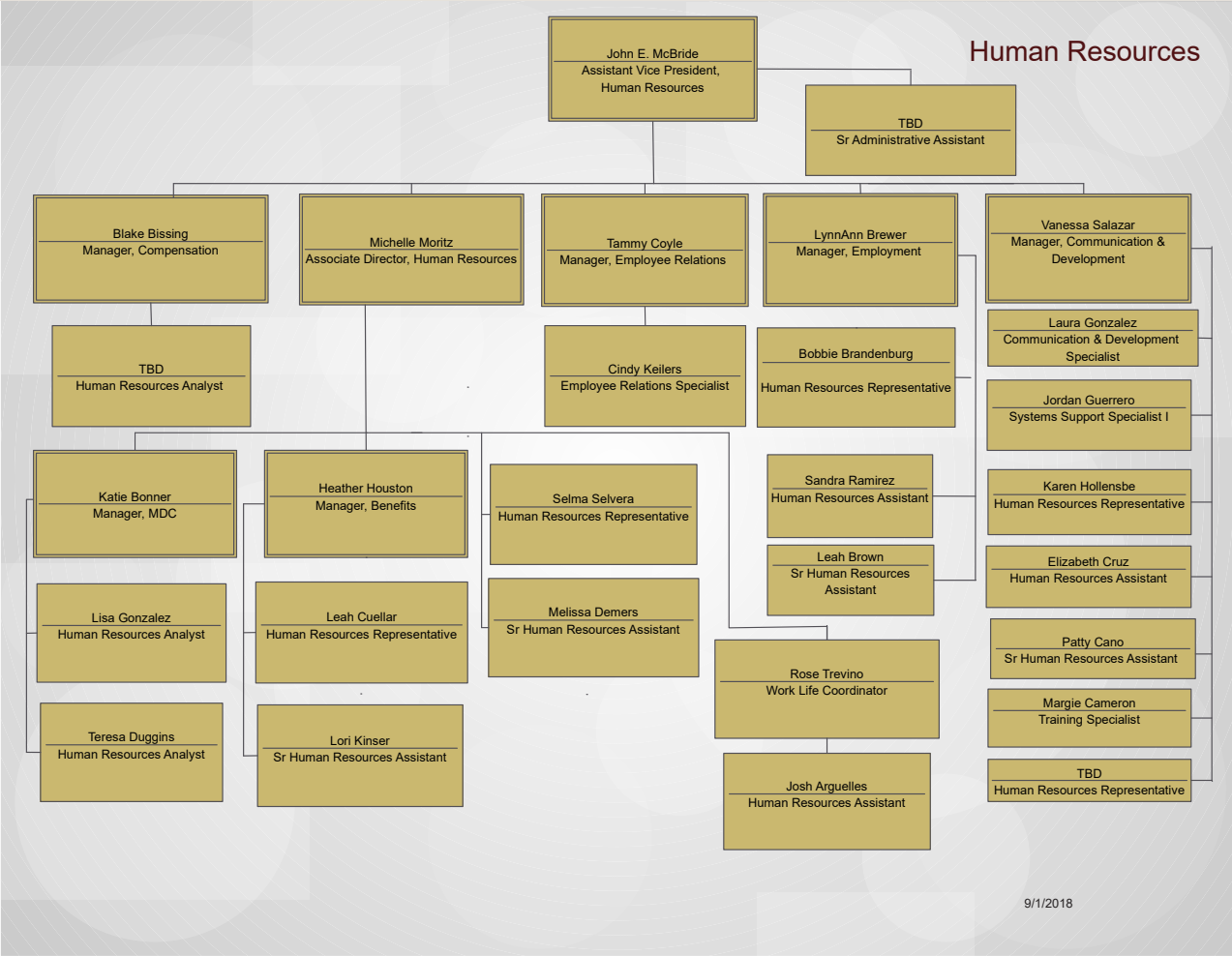
- Total square footage of NEW construction or additions completed [Finance and Support Services Planning]

- Percentage of data switches less than five years old [Technology Resources]
- Percentage of servers in the data center running under virtual machines [Technology Resources]

FISCAL YEAR 2019

Human Resources Employees
Fiscal Year 2019

Name of Employee	Job Title	Subgroup	FTE
Mr Joshua Adam Arguelles	Human Resources Assistant	12 Mo NE Salaried	100.00
Mr Blake Samuel Bissing	Human Resources Analyst	12 Mo Ex Salaried	100.00
Ms Kathryn L Bonner	Sr Human Resources Analyst	12 Mo Ex Salaried	100.00
Mrs Bobbie J Brandenburg	Human Resources Representative	12 Mo NE Salaried	100.00
Mrs LynnAnn Hien Brewer	Mgr, Employment	12 Mo Ex Salaried	100.00
Ms Leah Victoria Brown	Sr Human Resources Assistant	12 Mo NE Salaried	100.00
Margaret Velma Cameron	Training Specialist	12 Mo Ex Salaried	100.00
Mrs Patricia Duran Cano	Sr Human Resources Assistant	12 Mo NE Salaried	100.00
Mrs Tammy Lee Coyle	Mgr, Employee Relations	12 Mo Ex Salaried	100.00
Ms Elizabeth Cruz	Administrative Asst II	12 Mo NE Salaried	100.00
Mrs Leah N Cuellar	Human Resources Representative	12 Mo NE Salaried	100.00
Ms Melissa K Demers	Sr Human Resources Assistant	12 Mo NE Salaried	100.00
Mrs Teresa A Duggins	Human Resources Analyst	12 Mo Ex Salaried	100.00
Ms Lisa Silguero Gonzalez	Human Resources Analyst	12 Mo Ex Salaried	100.00
Miss Laura Gonzalez	Human Resources Representative	12 Mo NE Salaried	100.00
Mr Jordan Alexander Guerrero	Systems Support Spec I	12 Mo NE Salaried	100.00
Mrs Karen Ann Hollensbe	Human Resources Representative	12 Mo NE Salaried	100.00
Ms Heather M Houston	Mgr, Benefits	12 Mo Ex Salaried	100.00
Mrs Cynthia V Keilers	Sr Admin Asst	12 Mo NE Salaried	100.00
Mrs Lori K Kinser	Sr Human Resources Assistant	12 Mo NE Salaried	100.00
Mr Jeffrey N Lund	Mgr, Compensation	12 Mo Ex Salaried	100.00
Mr John E McBride	Asst VP, Human Resources	12 Mo Ex Salaried	100.00
Ms Michelle D Moritz	Assoc Dir, Human Resources	12 Mo Ex Salaried	100.00
Ms Sandra Lee Ramirez	Administrative Asst II	12 Mo NE Salaried	100.00
Ms Vanessa Andrea Salazar	Mgr, Communication and Development	12 Mo Ex Salaried	100.00
Mrs Selma P Selvera	Human Resources Representative	12 Mo NE Salaried	100.00
Ms Rose C Trevino	Work Life Coordinator	12 Mo Ex Salaried	100.00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Assistant Vice President, Human Resources
TBD
Sr Administrative Assistant
Blake Bissing
Manager, Compensation
Michelle Moritz
Associate Director, Human Resources
Tammy Coyle
Manager, Employee Relations
LynnAnn Brewer
Manager, Employment
Vanessa Salazar
Manager, Communication & Development
TBD
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Cindy Keilers
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Bobbie Brandenburg
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Laura Gonzalez
Communication & Development Specialist
Jordan Guerrero
Systems Support Specialist I
Katie Bonner
Manager, MDC
Heather Houston
Manager, Benefits
Selma Selvera
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Lori Kinser
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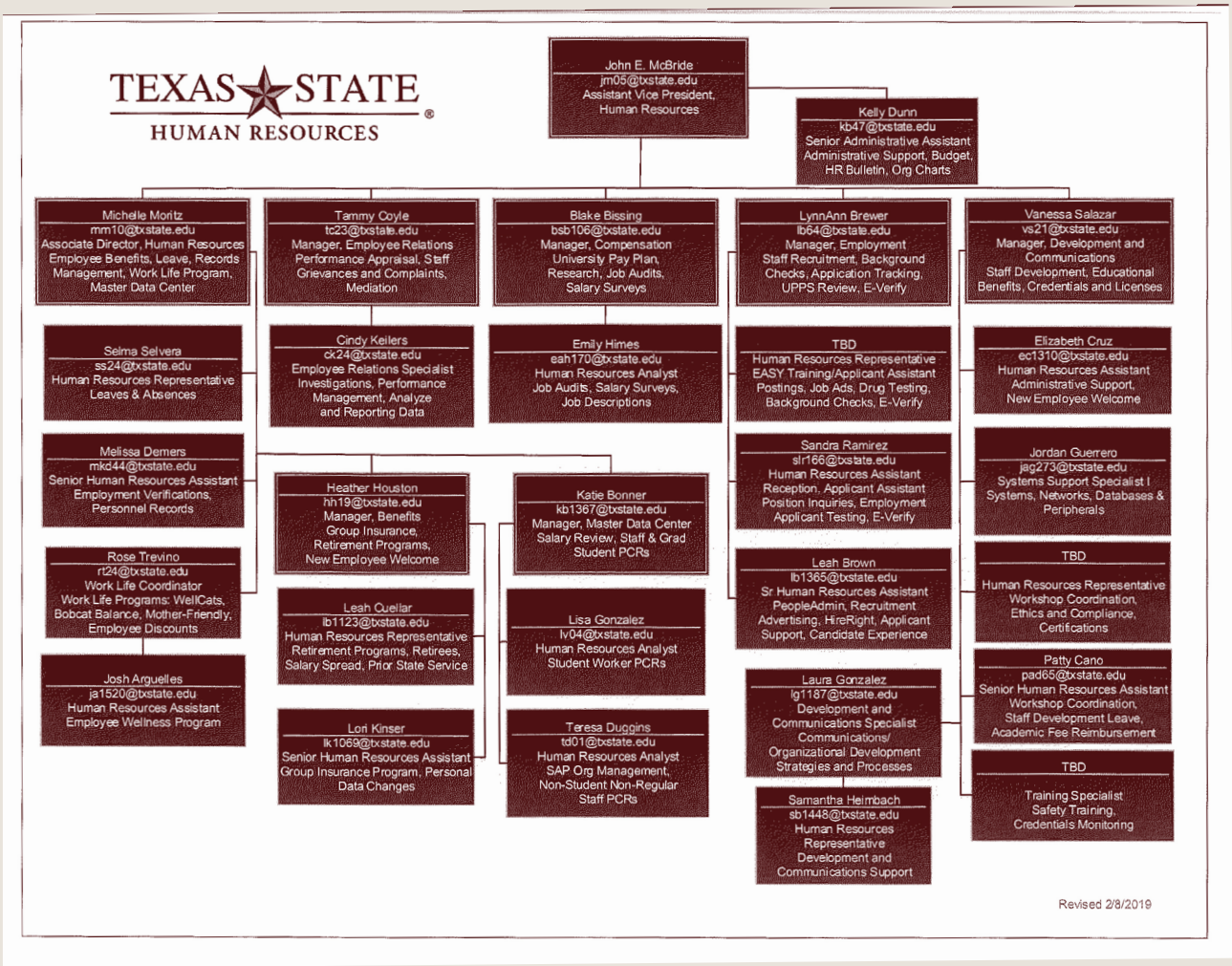
Josh Arguelles
Human Resources Assistant
TBD
Human Resources Representative
9/1/2018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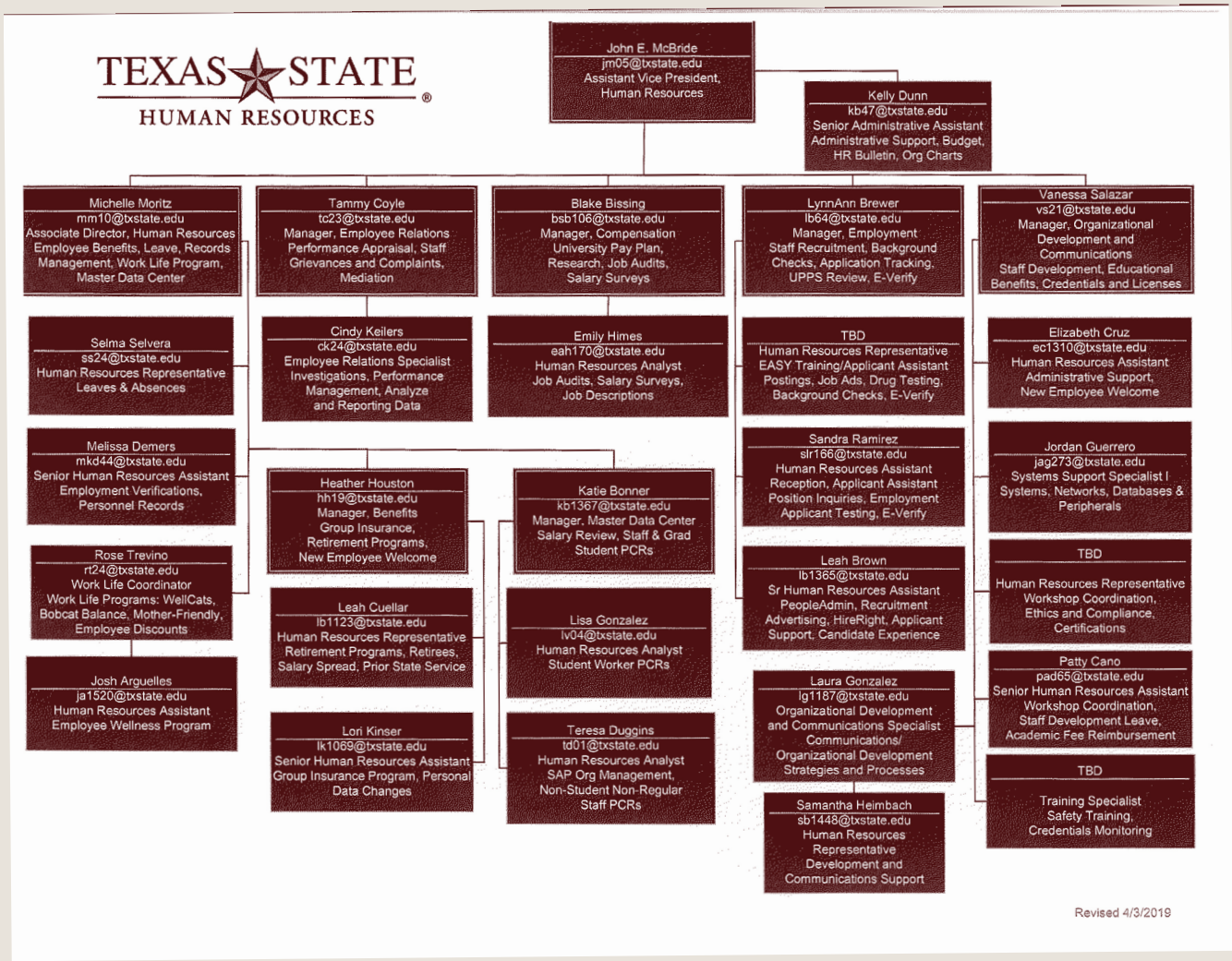
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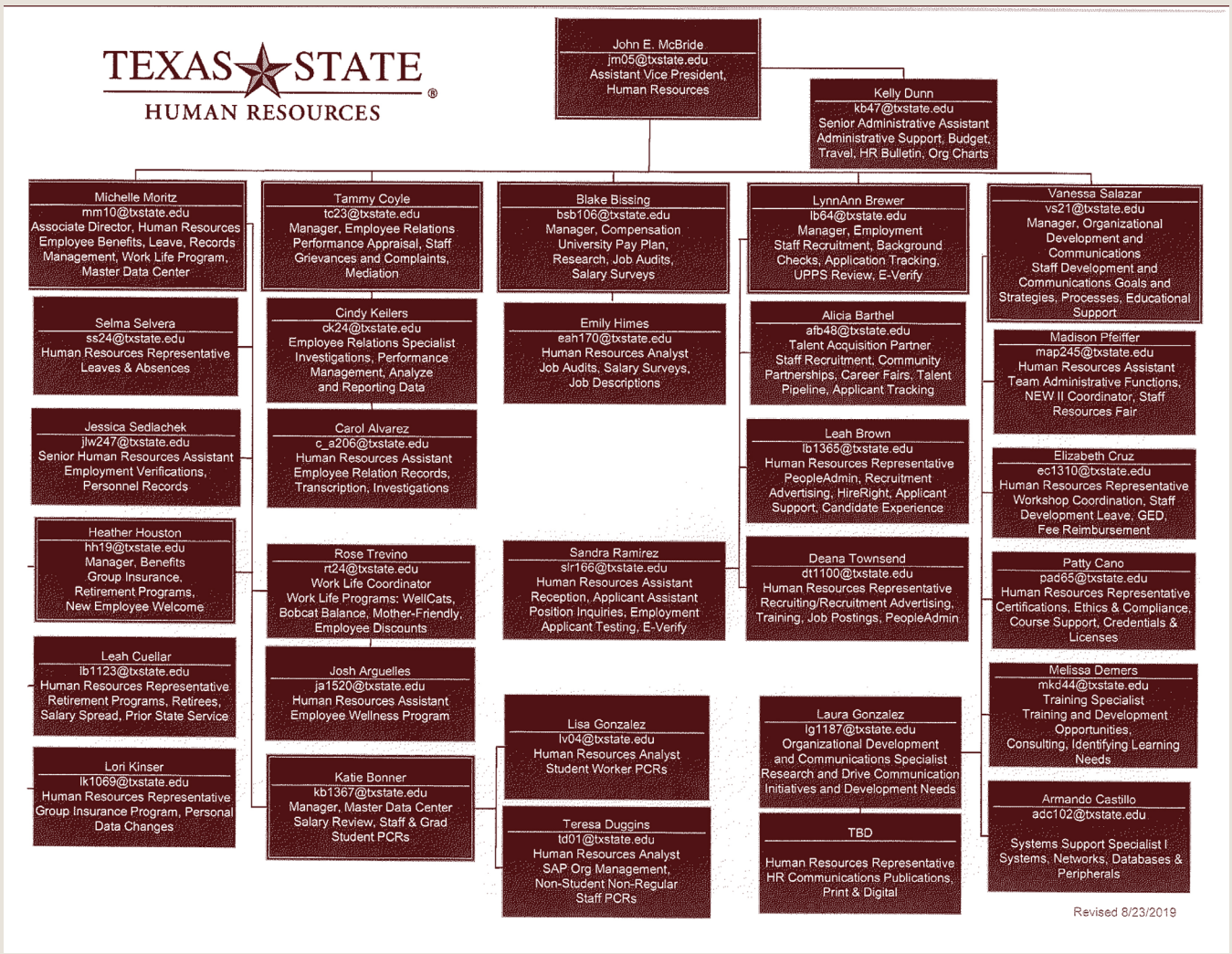
Revised 4/3/2019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Revised 8/23/2019

FY19 Headcount by Division

	October	January	April	July	Average
Office of President					
Benefits Eligible Staff	13	14	14	13	13.5
Non Benefits Eligible Staff	11	11	11	12	11.3
Benefits Eligible Students	2		1	1	1.3
Non Benefits Eligible Students	4	4	4	2	3.5
Total	30	29	30	28	29.3
Information Technology					
Benefits Eligible Staff	288	294	291	293	291.5
Non Benefits Eligible Staff	13	16	18	17	16.0
Benefits Eligible Students	4	3	4	2	3.3
Non Benefits Eligible Students	261	235	236	155	221.8
Total	566	548	549	467	532.5
Academic Affairs					
Benefits Eligible Faculty	1589	1586	1586	1512	1568.3
Non Benefits Eligible Faculty	618	609	488	472	546.8
Benefits Eligible Staff	830	834	831	832	831.8
Non Benefits Eligible Staff	169	127	144	242	170.5
Benefits Eligible Students	992	948	969	737	911.5
Non Benefits Eligible Students	1783	1703	1818	1021	1581.3
Total	5981	5807	5836	4816	5610.0
Finance & Support Services					
Benefits Eligible Staff	531	511	521	522	521.3
Non Benefits Eligible Staff	25	26	27	24	25.5
Benefits Eligible Students	1	1	1	0	0.8
Non Benefits Eligible Students	208	141	155	89	148.3
Total	765	679	704	635	695.8
Student Affairs					
Benefits Eligible Staff	394	392	384	382	388.0
Non Benefits Eligible Staff	39	31	38	55	40.8
Benefits Eligible Students	39	37	35	22	33.3
Non Benefits Eligible Students	707	695	732	353	621.8
Total	1179	1155	1189	812	1083.8
University Advancement					
Benefits Eligible Staff	53	51	49	56	52.3
Non Benefits Eligible Staff	1	2	2	0	1.3
Benefits Eligible Students	3	3	3	1	2.5
Non Benefits Eligible Students	26	23	23	14	21.5
Total	83	79	77	71	77.5
Athletics					
Benefits Eligible Staff	101	100	106	105	103.0
Non Benefits Eligible Staff	12	11	13	11	11.8
Benefits Eligible Students	0				0.0
Non Benefits Eligible Students	166	151	164	136	154.3
Total	279	262	283	252	269.0

	Non Benefits Eligible Staff				28	28.0
	Benefits Eligible Students				2	2.0
	Non Benefits Eligible Students				33	33.0
	Total				100	100.0

Major HR Accomplishments for FY19

Benefits/MDC

- *Complete personal benefits calculation tool and develop annual total compensation statement.*
  - ✓ Continued to work with IT to work through errors and formatting.
  - ✓ Added holidays and calculation of unemployment costs to the listing of employer-provided benefits.
  - ✓ Since functionality does not work for employees with more than one assignment, worked with IT to set parameters to limit access to benefits-eligible staff with one position.
  - ✓ Developed draft communication to introduce statement available in SAP Employee Self-Service.

- *Implement Phase 2 of the New Employee Welcome (NEW) program. (Complete)*
  - ✓ Published incremental milestone checklists for both employees and managers on the website.
  - ✓ Developed an online registration process for NEW I to streamline process and communication.
  - ✓ Converted required notices for new employees to digital format on website.
  - ✓ Updated UPPS 04.04.15 New Employee Welcome – Staff accordingly.

- *Develop policies and procedures to comply with any HR federal, state, TSUS, or university leadership requirements.*
  - ✓ Implemented ULP policy changes in SAP; removed all coaches.
  - ✓ Implemented SAP security role certification process as result of SAP Management Controls audit. Second round in process July 2019.
  - ✓ Working with HR team to implement tracking of LCCs.
  - ✓ Updated policy on self-reporting of criminal activity.
  - ✓ Updated 04.04.52 Retirement Programs (regular review cycle).
  - ✓ Drafted new policy on telecommuting.
  - ✓ Submitted updates to 04.04.01 Miscellaneous HR Policies to remove telecommuting, update flexible working hours and children at work sections.
  - ✓ Implemented new process to audit continuance of wireless allowances.

- *Provide a number of professional development events attended for all subordinate staff.*
  - ✓ All subordinate staff met the FSS CEU requirements.
  - ✓ Of two managers, one attended a national conference and the other a state conference.
  - ✓ Two non-exempt staff were awarded Staff Education leave for the spring 2019 semester.

- *Support exploration of alternative Enterprise Resources Planning (ERP) software options.*
  - ✓ Attended two demos with TSUS components.
  - ✓ Worked with SuccessFactors team to develop roadmap for transition to the cloud.
  - ✓ Attended "lessons learned" from TAMU Workday implementation.

- *Develop section metrics.*
  - ✓ Produced multiple reports including:
    - university headcount and FTE
    - demographic profile
    - overtime payments
    - usage of state comp time by exempt employees
    - FLSA and state comp balances
    - Turnover
    - Retirees
    - eligible to retire
    - section operating statistics
  - ✓ Provided data for Planning Background Brief and KPIs.

- *Develop exit interview process.*
  After conducting research and benchmarking, HR work team has created first draft of process and survey questions.

SACS ADMINISTRATIVE OUTCOMES

- *Outcome 3 - Benefits-eligible faculty and staff are aware of the opportunity to enroll in voluntary savings plan offered to Texas State employees.*

  Created new outreach program to deliver retirement benefit education to departments to increase awareness of valuable benefits. Results for last year showed improvement in both awareness and enrollment.

MAJOR PROJECTS IN PROGRESS

- Staff Title Consolidation Project implementation to include roll out of functional titles
- Staff Credentials Project implementation
- Total Compensation Statement in ESS
- Improve Exit Interview Process
- Integration of PeopleAdmin and SAP jobs, positions, users and credentials
- University Business Administrator and Leadership Essentials certifications
- University Organization Charts implementation
- Convert all personnel files to digital format (anticipate completion in fall of FY20)

- Create 12-hour work shifts for UPD and four new types of incentive pay
- Study of how to handle volunteers and non-paid affiliates for system access

MAJOR PROJECTS COMPLETED

- ✓ Split out required credentials from required training on jobs and positions
- ✓ Loaded required credentials on all positions identified by class and comp
- ✓ Added required CSA training to approximately 400 positions
- ✓ Completed first year of SAP security role certification process
- ✓ Completed implementation of ULP policy changes
- ✓ Streamlined new hire packets and put required notices on website
- ✓ Developed better reporting for analysis of WellCats program participation
- ✓ Added chair massage to WellCats offerings (pilot in summer)
- ✓ Salary Review for mid-year increase and additional percentage for employees <$30k
- ✓ Held Financial Planning Fair, Summer Enrollment, New Faculty Orientation
- ✓ Responded to an increase in Open Records Requests
- ✓ Launched new retiree and pre-retiree website to improve communication regarding retirement process and resources

Employment

Projects

- I-9/E-Verify Training in SAP LMS
  - Develop training materials and learning objectives
  - Coordinate with SAP LMS expertise to load data and test
  - Published training
- Net ID project including multiple planning meetings, testing, and implementations to support the PeopleAdmin Integration and Onboarding implementation
  - Edits to training documents
  - Updates to the PeopleAdmin system
  - Communications
  - Website updates
  - Testing
- Updated Planning Briefs data
- Coordinate the Athletics coaching personnel changes
- Policy reviews
  - 04.04.18
  - 04.04.07
  - 04.04.03

Council and Committee Work

- President's Council for Women in Higher Education
  - A planning meeting to develop objectives, strategies, and subcommittees
  - Coordinated multiple speakers from other universities to speak about mentoring programs at the Council meetings
  - Survey work
  - Coordinate several speakers from other areas to speak to the council about data, programs, training, and diversity initiatives
  - Presented with Council members at Texas Women in Higher Education Association
  - Meeting with Diversity and Inclusion Award Selection Committee

- FSS Diversity Committee
  - Picnic planning and support
  - Film series planning and support
  - Kick off planning and support

Executive Searches/ Search Committees

- Sole source contracting for executive searches/ coordinating with vendor on recruitment advertising, implementing the contract, other support
  - Police Chief
    - Coordinate the development of a recruitment brochures
  - Director of Disability Services
  - Director of the Counseling Center
  - Director of Career Services
- Coordinate executive searches with contracted vendors on recruitment advertising, and other support of the search
  - AVP of International Affairs
- Search committee support and meeting for Manager of Diversity Initiatives

Meetings/ Conferences/ Career Fairs/ Vendor Exploration

- Meeting with FCS and ORSP to discuss hiring issues
- Meeting with DHRL to discuss the new direction of the team support
- Meeting with University Marketing and Faculty resources to discuss employer branding, social media, recruitment advertising, and collaterals
- Attended Texas Veteran Liaison Training and meeting with TWC team
- Meeting with ALERRT to discuss recruitment plan and strategy for a Software Developer position

- Career Fairs
  - Veteran's Career Fair
  - City of Austin Career Fair
  - Career Services Career Fair
  - International Fair
- Attended Texas Association of Black Personnel in Higher Education Conference
  - Establish contacts for recruiting
- Attended PeopleConnect
- Success Factor
  - Roadmap planning meeting
- Recruitment vendor demonstrations
  - Talentify
  - AI Assistance Oliva
  - CareerBuilder
  - ZipRecruiter
  - Glassdoor
  - CareerArc
  - SurveySkill
  - Ladders
  - Job Target
  - Sparkhire
- **Unit Reorganization**
- Develop core services model and cross training for team
- Develop a shared drive for employment with standard operating procedures for core services
- Develop an HR Assistant and HR Representative – Recruiter Certification and Consultative Recruiter mentoring
- Reclassify HR Assistant to HR Representative
- Reclassify Administrative Assistant II to HR Assistant
- New job description for HR Representative and HR Assistant
- Post and hired a new HR Representative
- New job description for Talent Acquisition Partner
- Post and reviewing candidates for the Talent Acquisition Partner

Compensation

Completed proposal for the Job Title Consolidation to be presented to President's Cabinet.

Completed 167 new position and reclassification audit requests so far for FY 19.

Instituted a monthly audit process for adding/editing job descriptions on the online pay plan.

Reviewed potential providers for a compensation module.

Changed internal procedures in the job audit process to document background checks and changes in department's proposed title/salary.

Updated material for the Annual Salary Survey Review and moved presentation to beginning of the fiscal year.

Updated monthly change in pay reports to include awards.

Developed list of Campus Security Authorities by department to comply with the Clery Act.

Provided cost analysis for various proposed changes to minimum wage and the FLSA salary threshold.

Employee Relations

1. New ER Specialist
2. New ER HR Assistant
3. Revamp Investigation Process
4. Revamp matrix reporting
5. Completed Investigation Audit
6. Mgr/Specialist receive our investigation credentials

Organizational Development & Communications

- Rebranded to Organizational Development & Communications
  - Shifted to a new focus to enhance performance, foster engagement, strengthen leadership, and nurture growth at Texas State University.
  - New method to communicate | hr_odc@txstate.edu
    - Streamlined the way we announce workshops | *monthly email 2-weeks prior to upcoming month rather than individual workshop flyers*
  - Reorganized JCK 460 training room to a classroom-style arrangement
  - Piloting e-surveys for course evaluations using Qualtrics
  - Decreased the focus on refreshments
  - Researched and provided a new addition to our course offerings | *Mental Health First Aid (MHFA) training*
  - Created a proposal to revamp the technology in JCK 460 | scheduled for next week

- Currently working on recategorization project to revamp the current learning categories to be more intuitive for participants
- Linked current course offering to Texas State competencies
- Created more learning resources to help employees enhance their competencies
- Brought the whole team together in JCK 460
- Hired a new Training Specialist with a new focus on holistic training and development opportunities for campus

- Certifications
  - made progress on the Business Processes Certificate program [collaborating with track leads in a cross-disciplinary initiative] | scheduled to launch Fall 2019
  - made progress with Leadership Essentials by partnering with the Air Force unit and other interested instructors on campus
  - made progress for the Managing@TxState revamp

- New Employee Welcome (NEW) part II revamp
  - refreshed NEW II agenda for new employee Bobcats – saved 20% on food
  - recruited Boko, cheerleaders and/or Strutters to perform and welcome new employee Bobcats at orientation
  - recruited president of Student Government to present
  - created proposal to bring NEW II from stadium to JCK 1100 | to begin FY20
  - will recruit department reps across campus to participate in "mini-fair" after NEW II session

- New publications:
  - Created a new semester brochure that includes all learning and development opportunities
  - Supported various initiatives with flyers, websites, and handouts

- New and/or revamped websites:
  - Grant Staff HR Resources
  - Organizational Development & Communications
  - HR FAQs
  - Job Title Consolidation
  - News & Policies
  - WellCats
  - Performance Management
  - Retirees

- New software:
  - Flipping Book | used for several publications, including our HR Bulletin, Staff Handbook, and new Development catalog.

- Vyond | for upcoming new e-learning and microlearning opportunities

- New and/or revamped forms:
  - Communications Request Form for HR staff that has helps us organize, track and successfully complete requests for the office.
  - Course proposal form
  - "What Do You Want to Learn" form

- Websites currently being newly designed and/or revamped:
  - Work Life
  - Employment
  - Hiring Managers (to be Supervisor's Toolkit)
  - Business Processes Certificate

- Internships:
  - Communications focus:
    - Two successful internships with Norma Villatoro
    - Will begin a formalized internship with a communications focus
  - Development focus:
    - Partnered with the Communications Studies department to create exclusive internship program for the Corporate Training & Development students
      - First intern to start Fall 2019

- Partnerships:
  - IT: for consultation on Zoom, Canvas and Bridge | researched LMS solutions and participated in the feedback process for Canvas and Brightspace (the two systems set to replace TRACS)
  - Round Rock:
    - had an outreach day in Round Rock where we learned more about the training needs and technology requirements
      - added RR presence at Development Advisory Committee,
      - will improve connectivity for training,
      - will add more training opportunities for Round Rock, and
      - will create a better development presence for them
  - University Marketing and ADA Compliance Coordinator: to ensure that our communications are in compliance with University standards and are inclusive to all
  - UPD | Assisted with Clery Act Training

- Scripted, edited and published TWO promotional videos:
  - GED program
  - ODC

- Other:
  - Awards:
    - Received:
      - Laura | FSS Customer Service Award
      - Laura | April FSS Quarterly Team Award

    - Nominations:
      - Jordan | FSS Customer Service Award; Staff Council Award (Dr. Lawrence Estaville Employee Excellence Award.)
      - Laura | Staff Council
      - Vanessa | Staff Council
      - Ellie | FSS Customer Service Award
      - Patty | FSS Customer Service Award

  - Promotions:
    - Ellie | from HR Assistant to HR Rep
    - Patty | from Senior Assistant to HR Rep

  - Presentations:
    - Laura and Vanessa were selected to present at the upcoming CUPA conference on the importance of organizational communications in HR
    - Laura and Vanessa were recruited once more to present at TEMC retreat for students on Customer Service

  - Events:
    - Hosted new Come for Coffee | first HR outreach event! (It was successful!)
    - Supported Staff Resources Fair | broke attendance records

2017-2023 Texas State University Plan

2018-2019 Plan Progress

College/Unit/Division: Vice President for Finance and Support Services

1. Promote the success of all students.

1.1 Plan and implement activities aimed at improving the overall student experience and satisfaction.

- Number of students in the current year involved in curricular and co-curricular activities that indicate high levels of satisfaction or have received special recognitions
- Number of students in the current year involved in activities aimed at improving student experiences
- Number of TxState Mobile Application downloads in the current year
- Number of interactions with the TxState Mobile Application in the current year
- Number and total cost of NEW campus enhancement projects completed [Facilities Office]

- Number of NEW voluntary meal plans purchased by students [FSS Auxiliaries]

- Increase in total dining and vending sales volume compared to prior year [FSS Auxiliaries]

- Increase in bookstore sales volume other than course materials compared to prior year [FSS Auxiliaries]

- Decrease in percentage of students cancelled for non-payment by payment due date compared to prior year [Student Business Services]

1.2 Manage student enrollment, both at the graduate and undergraduate level.

- Graduate and undergraduate enrollment figures compared to prior year

1.3 Increase student retention and graduation rates.

- Student retention rates for all levels (i.e., first-time undergraduate, transfer undergraduate, first-time master's, first-time professional, and first-time doctoral) compared to prior year
- Student graduation rates for all levels (i.e., first-time undergraduate, transfer undergraduate, first-time master's, first-time professional, and first-time doctoral) compared to prior year
- Student retention rate increases in academic or support services department-identified retention programs for the current year

1.4 Increase scholarship and grant resources to enhance recruitment, retention and graduation of students.

- Number and dollar amount of NEW and total scholarships awarded, including merit scholarships
- Number and total dollar amount of all grant resources for the current year

1.5 Enhance advising, academic support programs and services to ensure student success.

- Undergraduate student to academic advisor ratios at university and college level compared to prior year
- Number of students served by advising centers compared to prior year
- Number of students served by the Student Learning Assistance Center compared to prior year
- Number of students served by the Writing Center compared to prior year
- Number of NEW programs/activities and number of participants that ensure student success (provide one example) [Deans/Vice Presidents/Round Rock Campus]

1.6 Ensure marketable skills are incorporated into curricular and co-curricular experiences.

- Number of academic programs for which marketable skills have been identified compared to prior year
- Number of continuing education courses for which marketable skills have been identified compared to prior year

- Number of NEW curricular and co-curricular programs and experiences that have incorporated marketable skills components in the current year

1.7 Prepare all students to achieve their career goals and make positive and meaningful contributions as they interact in a diverse and increasingly global society through an inclusive program of learning and engagement, rich with diverse perspectives.

- Number of NEW career support programs provided and number of participants
- Number of academic credit internships/practica completed by students in the current year as measured by Semester Credit Hour (SCH) in sources as coded
- Number of face-to-face career counseling and career advising appointments for the current year
- Percentage of students in the current year who report employment or graduate/ professional school plans in the Graduating Student Outcomes-First Destination survey

1.8 Provide educational programs and co-curricular activities that foster community, service learning, leadership, career exploration, and personal development.

- Number of NEW educational programs provided and total number of participants
- Number of NEW co-curricular activities provided and total number of participants
- Number of NEW course sections transformed or created with a service learning component

1.9 Leverage data and analytics to support growth in student success and institutional processes.

- Number of NEW enrollment management (e.g., recruitment, admissions, financial aid, retention) policies that result from the use of actionable data
- Number of NEW dashboards, data and analytical reports published

1.10 Establish the appropriate processes, procedures, and tools to support the necessary accommodations for constituents with disabilities.

- Number of students with disabilities participating in support programs and services in the current year
- Number of NEW electronic and/or physical ADA compliance processes, procedures and tools completed/available [Vice Presidents/Round Rock Campus]

1.11 Support the success of students by continuously improving the function, condition, reliability, and aesthetics of the facilities and grounds of the university.

- Number and total cost of NEW space repair and renovation projects completed [Facilities Office]

- Number and total cost of NEW campus enhancement projects completed [Facilities Office]

- Number of NEW or modified facilities construction and/or improvement projects in which the Department of Athletics was involved in collaborative planning, improving technology, and/or space utilization and optimization

1.12 Provide a supportive environment for students, including student athletes, that encourages academic excellence, character development, and respectful interaction with others.

- Academic progress rate (APR) of student-athletes for the current year compared to NCAA national average
- Student-athlete retention rates (i.e., first-time undergraduate, transfer undergraduate, first-time master's) compared to entire student body
- Student-athlete graduation rates (i.e., first-time undergraduate, transfer undergraduate, first-time master's) compared to entire student body
- Number of NEW or modified programming for student-athletes that encourage academic excellence, character development, and respectful interaction with others
- Number of NEW or modified programming for student-athletes that promote their emotional, physical, and intellectual well-being

1.13 Provide all students with quality engagement opportunities that model the values associated with equitable competition, engender university pride, positive community relations, institutional prestige, and promote student well-being and development.

- Number of service learning hours completed by students enrolled in service learning designated courses compared to prior year
- Number of NEW curricular and co-curricular programs/activities that provide students with quality engagement opportunities (provide one example)
- Number of student curricular and co-curricular competitions in the current year that receive special recognition
- Number of students and their total service hours in the current year involved in verifiable community service activities
- Number of events held on Texas State campuses for the current year that provide opportunities for students to engage, through observation or participation, that model the values associated with equitable competition and engender university pride

2. Offer high quality academic and educational programming.

2.1 Introduce new academic programs that meet the economic and cultural needs of the region and the state.

- NEW academic programs proposed during the current academic year
- NEW academic programs approved during the current academic year
- Online and hybrid SCH as a percent of overall SCH offered

2.2 Provide quality educational programming that leverages diverse perspectives embedded in an inclusive learning environment.

- Number of NEW or modified academic programs that added multicultural or multi-perspective content
- Number of NEW or revised courses with multicultural or multi-perspective content
- Number of educational or training sessions held in the current year for members or groups within the Texas State campus community that contain information concerning the value of diverse perspectives

2.3 Enhance and expand the Honors College experience to attract high-achieving students.

- Number and percent of students enrolled in Honors College courses offered compared to prior year
- Percent of students in each college participating in the Honors College compared to prior year
- Number of NEW Honors sections offered
- Number of Honors College graduates compared to prior year

2.4 Improve the capabilities in our learning spaces and learning environments to better foster creativity, enable collaboration, and encourage discovery.

- Number of NEW programs/activities that improve capabilities in the learning environment (provide one example) [Vice Presidents/Round Rock Campus]

Secured and implemented Zoom Webinar on a trial basis to supplement the university's Zoom Pro software. Zoom Webinar enhances e-learning capabilities.

- Number of NEW programs/activities that improve capabilities in online learning environments
- Number, percentage, and capacity of active classrooms
- Number and capacity of diverse learning environments in the university libraries

- Number and total cost of NEW classroom and teaching laboratory enhancement projects [Facilities Office]

2.5 Transition Texas State's Learning Management System environment to a more integrated, robust, and modern integrated learning system.

- Number of NEW transitional learning management system (LMS) activities implemented
- Percentage of courses being taught in the new LMS

2.6 Support the growing academic requirements of the university by improving the condition and reliability of academic facilities and technology, creatively assisting departments in optimizing their use of space, and collaboratively planning and constructing new facilities.

- Number and total cost of NEW capital projects resulting in square footage additions coded as "Academic" [Facilities Office]

- Number of NEW technology initiatives implemented during the current year and total cost
- Percentage of classrooms upgraded technologically for the current year
- Average age of computers in computer labs (includes learning commons)

2.7 Increase national and international visibility and presence by supporting curricular and co-curricular initiatives that prepare students to be responsible citizens.

- Number of faculty-led study abroad programs for the current year
- Number of students studying abroad for the current year
- Number of NEW institutionally-recognized international exchange programs
- Number of students participating in Study-in-America for the current year
- Number of NEW curricular and co-curricular service learning programs that prepare students to be responsible citizens (provide one example)
- Number of students participating in NEW global immersion programs

3. Achieve significant progress in research and creative activity as measured by national standards.

3.1 Achieve National Research University Fund (NRUF) Eligibility.

- Total restricted research expenditures
- Total endowment funds [Treasurer]

- Number of Ph.D. degrees awarded
- 5-year master's graduation rate
- 10-year doctoral graduation rate
- Percent of first-time entering freshman class in top 25 percent of high school class
- Status as member of Association of Research Library membership, Phi Beta Kappa Chapter, or Phi Kappa Phi Chapter
- Association of Research Libraries (ARL) Library Investment Index ranking
- Number of tenured/tenure-track faculty who have achieved international and national distinction through recognition as a member of one of the national academies, are Nobel Prize recipients, and have received other faculty awards as designated in the NRUF eligibility criteria
- Number of Ph.D. programs

3.2 Develop new graduate programs to advance the university's research goals.

- Number of NEW graduate programs proposed during the current year
- Number of NEW graduate programs approved during the current year
- Number of graduate students enrolled compared to prior year
- Number of graduate degrees awarded compared to prior year

3.3 Encourage and promote student research opportunities.

- Number of NEW curricular and co-curricular programs that provide students with research opportunities (provide one example)
- Number of students participating in the Undergraduate Research Conference and Honors Thesis Forum compared to prior year
- Number of graduate students completing thesis or dissertation projects compared to prior year

3.4 Expand support to the research community by enhancing resources to support the evolving requirements while developing a staff of research professionals to support and assist researchers.

- Total research and development expenditures
- Number of proposals developed with the assistance of Research and Sponsored Programs staff and grant writing contractors compared to prior year
- Total number and utilization of High Performance Computing (HPC) nodes
- Number of technology mitigation plans for research grants
- Number of NEW research job postings along with average time to fill [Human Resources]

In the current year, the total number of research job postings is 53. The average time to fill for the research job posting is 88 days.

- Number and total cost of NEW capital projects resulting in square footage additions coded as "Research" [Facilities Office]

- Increase in number of research-specific Environmental Health, Safety and Risk Management training courses taught compared to prior year (including attendance) [Environmental Health, Safety and Risk Management]

- Decrease in the number of lab safety inspection violations compared to prior year [Environmental Health, Safety, and Risk Management]

3.5 Foster a university-wide culture that promotes, rewards, and celebrates interdisciplinary research, scholarship, creative activity, innovation, and community engagement.

- Number of applications for Multidisciplinary Internal Research Grants (MIRG) compared to prior year

4. Provide the necessary services, resources, and infrastructure to support the university's strategic direction.

4.1 Offer competitive salaries to attract and retain highly qualified faculty and staff.

- Median salary levels for each faculty rank including professor, associate professor, assistant professor, and lecturer
- Percent increase in average staff salary levels for all ranks
- Comparison of median salary by position at Texas State with median salary in the local market for staff and to CUPA-HR national data or appropriate peer set for faculty [Human Resources/Faculty and Academic Resources]

Percent Above Benchmark Local	**57.58 %**
Percent Below Benchmark Local	**42.42 %**

Percent Above Benchmark CUPA	**32.28 %**
Percent Below Benchmark CUPA	**67.72 %**
Average Percent Difference (Market Median to Texas State Incumbents): 8.5%	

- Percentage of positions with an identified market benchmark [Human Resources]

29%

4.2 Plan and implement programs to help improve faculty and staff recruitment, hiring, and retention in order to support a highly qualified, diverse, motivated, and satisfied workforce.

- Number of NEW programs and activities that provide assistance in strengthening faculty/staff recruitment, hiring, and retention [Human Resources/Equity and Inclusion/Faculty and Academic Resources]

Completed restructuring and staffing changes in Employment Section to support recruitment and hiring. Employment is now fully staffed with 5 FTE. Added 1 new position (Talent Acquisition Partner); restructured and filled 1 vacant position (Talent Acquisition Coordinator); transferred 1 position (HR Representative) to Employment. All 5 positions in Employment trained and received certified recruiter certificate. Made fundamental change from passive to active recruiting approach.

Completed major overhaul of New Employee Welcome (NEW) program that included an agenda more focused on Texas State culture and Bobcat pride (added university mascot Boko, cheerleaders, Strutters, student government representatives; and invited departments that offer important resources/services to form a small department expo), and moved NEW sessions from Warren Room at Bobcat Stadium to JCK 1100 (but still continued tour of Bobcat Stadium and The Meadows Center/glass bottom boat rides) where view of Old Main is prominent.

- Number and percent of African American, Hispanic, and other diverse faculty and staff compared to prior year
- Annual turnover percentage of regular faculty and staff (by title, FLSA classification, years of service, age, diversity, division [Human Resources/Faculty and Academic Resources]

	Turnover Percentage
Total Number Employees:	**15.60 % Average**
Exempt:	**16.13 %**
Non-Exempt:	**14.98 %**
Division	

1100 Office of the President	33.33 %
1200 Information Technology	9.66 %
1300 Academic Affairs	16.03 %
1400 Finance/Support Services	16.24 %
1500 Student Affairs	14.25 %
1600 University Advancement	20.00 %
1700 Athletics	25.12 %
Ethnicity	
American Indian or Alaska Native:	18.18 %
Asian	8.57 %
Black or African American:	18.91 %
Hispanic/Latino:	9.59 %
Native Hawaiian or Pacific Islander:	0.00 %
White:	16.47 %
Unknown or All Field Blank:	26.32 %
Two or More Races:	16.28 %
Gender	
Male:	15.69 %
Female:	15.46 %
Unknown:	0.00 %
Age Brackets	
< 30	26.95 %
30-39	18.01 %
40-49	7.62 %
50-59	10.85 %
60+	18.55 %
Length of Service	
< 2 years	23.69 %
2-5	18.55 %
5-10	10.58 %
10-15	8.44 %
15-20	10.40 %
20-25	14.35 %
25-30	8.00 %
30-35	11.43 %
35+	11.76 %

- Number of online recruitment advertisements of job postings and advertising sources for the current year [Human Resources]

In FY19, the total number of recruitment advertisements for job postings is 731. The number of publications is 47 unique advertising sources.

- Number of applications received for staff positions (total, per posting, and average by FLSA classification) for the current year [Human Resources]

In FY19, the total number of applications received for exempt job postings is 7052; the number of exempt job postings is 292. The average number of applications per job posting is 24.15. The total number of applications received for non-exempt job postings is 6897; the number of non-exempt job postings is 299, and the average application per job posting is 23.06. The total number of applications received for all job postings is 13,953. The total number of job postings is 591, and the average number of applications per job posting is 23.61.

- Time to fill a staff position (overall and by division, FLSA classification) for the current year [Human Resources]

In FY19, the university average time to fill for staff exempt positions is 91 days. The average time to fill for exempt positions per division is as follows: Athletics is 97 days, President is 61 days, VPAA is 85 days, VPUA is 82 days, VPFSS is 95 days, VPIT is 116 days, and VPSA is 101 days. The university average time to fill non-exempt positions is 81 days. The average time to fill for non-exempt positions per division is as follows: Athletics is 85 days, President is 35 days, VPAA is 63 days, VPUA is 63 days, VPFSS is 85 days, VPIT is 109 days, and VPSA is 81 days. The overall university average time to fill is 87 days. The overall average per division is as follows: Athletics is 95 days, President is 51 days, VPAA is 80 days, VPUA is 79 days, VPFSS is 87 days, VPIT is 114 days, and VPSA is 87 days.

- Time to complete staff new position and reclassification job audits for the current year [Human Resources]

Division	Average Days to Complete
President	3
Athletics	3
AA	3
FSS	3
IT	3
SA	4
UA	5
Average:	3

- Percentage of Performance Management assessments completed by annual May 31 due date [Human Resources]

99.5%. Out of 1964, 1947 were complete.

- Number of WellCats members, events, and participation for the current year [Human Resources]

WellCats Members: 1226
Events Offered: 1171
Total Participation: 10,658

4.3 Promote excellence through effective planning, policy development, assessment, and reporting to ensure the continuous improvement of programs and services.

- Number of involvement and contribution levels in annual plan progress reporting
- Number of university and division policies that are current/delinquent
- Number of NEW policies developed or updated [Vice Presidents/University Planning and Assessment]

- Number of responsible areas that are completing assessments and demonstrating continuous improvement for the current year
- Number of administrative peer reviews conducted for the current year [Vice Presidents/Round Rock Campus]

- Number of program reviews completed/submitted to the Texas Higher Education Coordinating Board for the current year
- Number of required major state and national reports completed and submitted for the current year

4.4 Implement fundraising initiatives in support of the university's strategic direction.

- Total dollar amount raised for the current year
- Total dollar amount raised per strategic fundraising priority area

4.5 Provide training and educational resources to enhance personal and community safety.

- Number of NEW safety support activities introduced [University Police Department]

- Number of NEW educational activities related to applicable laws (e.g., Title IX, Campus Save Act, Violence Against Women Act)

4.6 Enhance information security practices to better predict, prevent, detect, and respond to threats to Texas State's information systems and data.

- Number of security breaches in the current year
- Number of applications using Two Factor Authentication
- Number of reported security incidents for the current year

4.7 Continue to improve strategies and models for governance and planning that are transparent and inclusive.

- List of NEW published models or processes to support governance and planning decisions

4.8 Expand Round Rock Campus resources and space to support the move of the College of Health Professions and growth of other academic offerings at this location.

- List of NEW capital projects completed at Round Rock Campus and total cost [Facilities Office]

- Dining and vending sales volume at Round Rock Campus compared to prior year [FSS Auxiliaries]

- Number of NEW non-faculty positions added at Round Rock Campus [FSS Auxiliaries]

4

- Number and total cost of NEW technology initiatives implemented at Round Rock Campus during the current year
- Total technology expenditures for the current year at Round Rock Campus

4.9 Increase the utilization and effectiveness of available technologies through more impactful implementations, education, training, marketing, and communications.

- Number of IT-related communication and marketing events for the current year Adoption rates of new technology implementations/upgrades

4.10 Enhance the experience of the university community by continuously improving processes and interfaces.

- Number of NEW campus business improvements [Vice Presidents/Round Rock Campus]

Completed conversion of all personnel files in Human Resources to electronic format.

Developed an online registration process for new staff orientation and published milestone checklists for new employees.

Revamped NEW II program (to include a new agenda and department expo - See 4.2 above) and implemented e-surveys for professional development feedback.

Hosted HR's first Come for Coffee event.

Enhanced Staff Resources fairs by taking focus off of the food; invited more departments; and changed the attendance game from seasonal riddles to questions that prompt attendees to learn more about the particular function, service or new resources of a specific department. Also added a participant department rep orientation and expanded networking with more outside businesses for prizes.

Implemented Flipping Book tool for our HR Bulletin which will help us identify which articles readers are engaging with.

Purchased $20K new A/V equipment for JCK 460 for better learning experiences and streaming capabilities, including enhanced screen visibility, presenter table accessibility-friendly, better sound quality, and increased ability to stream/feed to Round Rock.

Net ID

PeopleAdmin Data Integration

- Number of electronic documents processed through Adobe Sign
- Number of NEW functionalities implemented via mobile technology
- Number of NEW cloud solutions vetted and approved
- Increase in percentage of employees signed up to receive electronic W-2s compared to prior year [Payroll Office]

- Decrease in percentage of Outstanding Charges Receivable compared to prior year [Student Business Services]

- Increase in number of vendors in the TSUS Marketplace compared to prior year [Procurement and Strategic Sourcing]

- Increase in percentage of automatically paid invoices using 2-way match compared to prior year [Procurement and Strategic Sourcing]

- Increase in utilization of Concur Travel Management tools compared to prior year [Travel Office]

4.11 Provide a diverse and inclusive environment of support to achieve the highest level of performance for all members of the campus community.

- Number and percent of ethnically diverse faculty and staff compared to prior year
- Number of NEW cultural and diversity programs

4.12 Effectively engage alumni and external constituents to influence and generate human and financial capital opportunities.

- Number of NEW external constituent outreach (parents, families, business) activities and number of participants [Deans/Student Affairs/Finance and Support Services/ Round Rock Campus]

- Number and percent of alumni (undergraduate degree holders) donating to Texas State compared to prior year
- Number and percent of recent (graduated within last five years) alumni donating to Texas State compared to prior year
- Number of NEW alumni achievement awards for the current year
- Number of NEW Alumni Association sponsored and co-sponsored events and number of participants
- Number of NEW recognized alumni chapters
- Number of NEW alumni chapter-hosted events and number of participants

4.13 Provide programs and services that support and enhance the health and wellness of the university community.

- Number of NEW student health and wellness activities provided and number of participants
- Number of NEW faculty and staff health and wellness activities provided and number of participants [Human Resources]

Added chair massages to WellCats programming - 178 participants.

- Employee Assistance Program utilization rate compared to prior year [Human Resources]

2018: 6.3 %
2019: 5.7 %

4.14 Provide a competitive, high-profile, diverse, equitable athletics program, in compliance with applicable rules and regulations, which increases university prestige and creates exciting engagement opportunities.

- Number of NCAA Division I events held for the current year that provided engagement opportunities for faculty, staff, students, alumni, and the community-at-large

4.15 Support the growing requirements of the university by enhancing the condition and reliability of the university infrastructure, creating redundancy to support essential building operating systems, and collaboratively planning and constructing new facilities.

- Number of deferred maintenance projects completed for the current year and total cost [Facilities Office]

- Number and total cost of NEW infrastructure repair and renovation projects completed [Facilities Office]

- Total square footage of NEW construction or additions completed [Finance and Support Services Planning]

- Percentage of data switches less than five years old

- Percentage of servers in the data center running under virtual machines

McBride, John E

From: McBride, John E
Sent: Monday, December 9, 2019 1:29 PM
To: Nusbaum, Nancy
Cc: Dunn, Kelly A; Bissing, Blake; Bonner, Katie; Brewer, LynnAnn; Coyle, Tammy L; Houston, Heather; Moritz, Michelle D; Salazar, Vanessa
Subject: FW: Addition to Plan Progress Report
Attachments: VPFSS Plan Progress Missing Text Box Answer for 3.5 and note.docx

Nancy,

Please attach this short addendum to the report I just sent you.

Thanks,

John

From: Dunn, Kelly A <kb47@txstate.edu>
Sent: Monday, December 9, 2019 1:27 PM
To: McBride, John E <jm05@txstate.edu>
Subject: Addition to Plan Progress Report

See attached.

Kelly Dunn
Sr. Administrative Assistant
Human Resources
Texas State University
J.C. Kellam Bldg., Suite 340
(512)245-2557

VPFSS 2018-2019 Plan Progress

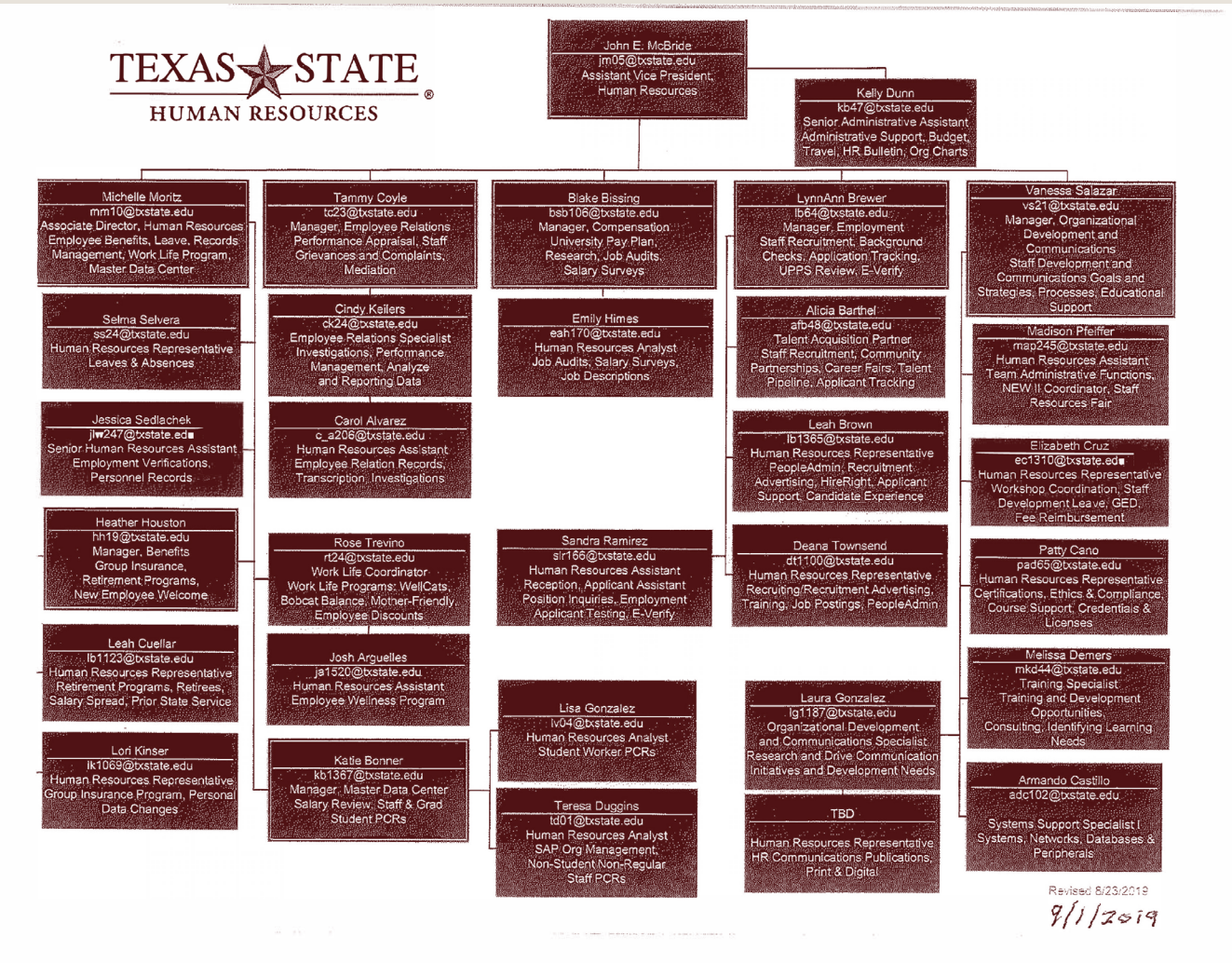
Item 3.5 has a missing text box. Answer is: ***596 applications***

Item 4.8, Bullet 3 is addressed to "FSS Auxiliaries" but should be addressed to "Human Resources". HR answered the question.

FISCAL YEAR 2020

Human Resources Employees
Fiscal Year 2020

Name of Employee	Job Title	Subgroup	FTE
Ms Carol P Alvarez	Human Resources Assistant	12 Mo NE Salaried	100.00
Mr Joshua Adam Arguelles	Human Resources Assistant	12 Mo NE Salaried	100.00
Mrs Alicia Fabiola Barthel	Talent Acquisition Partner	12 Mo Ex Salaried	100.00
Mr Blake Samuel Bissing	Mgr, Compensation	12 Mo Ex Salaried	100.00
Ms Kathryn L Bonner	Mgr, HR Master Data Center	12 Mo Ex Salaried	100.00
Mrs LynnAnn Hien Brewer	Mgr, Employment	12 Mo Ex Salaried	100.00
Ms Leah Victoria Brown	Human Resources Representative	12 Mo NE Salaried	100.00
Mrs Patricia Duran Cano	Human Resources Representative	12 Mo NE Salaried	100.00
Mr Armando Daniel Castillo	Systems Support Spec I	12 Mo NE Salaried	100.00
Mrs Tammy Lee Coyle	Mgr, Employee Relations	12 Mo Ex Salaried	100.00
Ms Elizabeth Cruz	Human Resources Representative	12 Mo NE Salaried	100.00
Mrs Leah N Cuellar	Human Resources Representative	12 Mo NE Salaried	100.00
Ms Melissa K Demers	Training Specialist	12 Mo Ex Salaried	100.00
Mrs Teresa A Duggins	Human Resources Analyst	12 Mo Ex Salaried	100.00
Ms Kelly Ann Dunn	Sr Admin Asst	12 Mo NE Salaried	100.00
Ms Lisa Silguero Gonzalez	Human Resources Analyst	12 Mo Ex Salaried	100.00
Miss Laura Gonzalez	Organizational Development and Comm Spec	12 Mo Ex Salaried	100.00
Mrs Emily Ann Himes	Human Resources Analyst	12 Mo Ex Salaried	100.00
Ms Heather M Houston	Mgr, Benefits	12 Mo Ex Salaried	100.00
Mrs Cynthia V Keilers	Empl Rel Spec	12 Mo Ex Salaried	100.00
Mrs Lori K Kinser	Human Resources Representative	12 Mo NE Salaried	100.00
Mr John E McBride	Asst VP, Human Resources	12 Mo Ex Salaried	100.00
Ms Michelle D Moritz	Assoc Dir, Human Resources	12 Mo Ex Salaried	100.00
Ms Madison Anna Pfeiffer	Human Resources Assistant	12 Mo NE Salaried	100.00
Ms Sandra Lee Ramirez	Human Resources Assistant	12 Mo NE Salaried	100.00
Ms Vanessa Andrea Salazar	Mgr, Organizational Development and Comm	12 Mo Ex Salaried	100.00
Mrs Jessica Lynne Sedlachek	Sr Human Resources Assistant	12 Mo NE Salaried	100.00
Mrs Selma P Selvera	Human Resources Representative	12 Mo NE Salaried	100.00
Ms Deana Lu Townsend	Human Resources Representative	12 Mo NE Salaried	100.00
Ms Rose C Trevino	Work Life Coordinator	12 Mo Ex Salaried	100.00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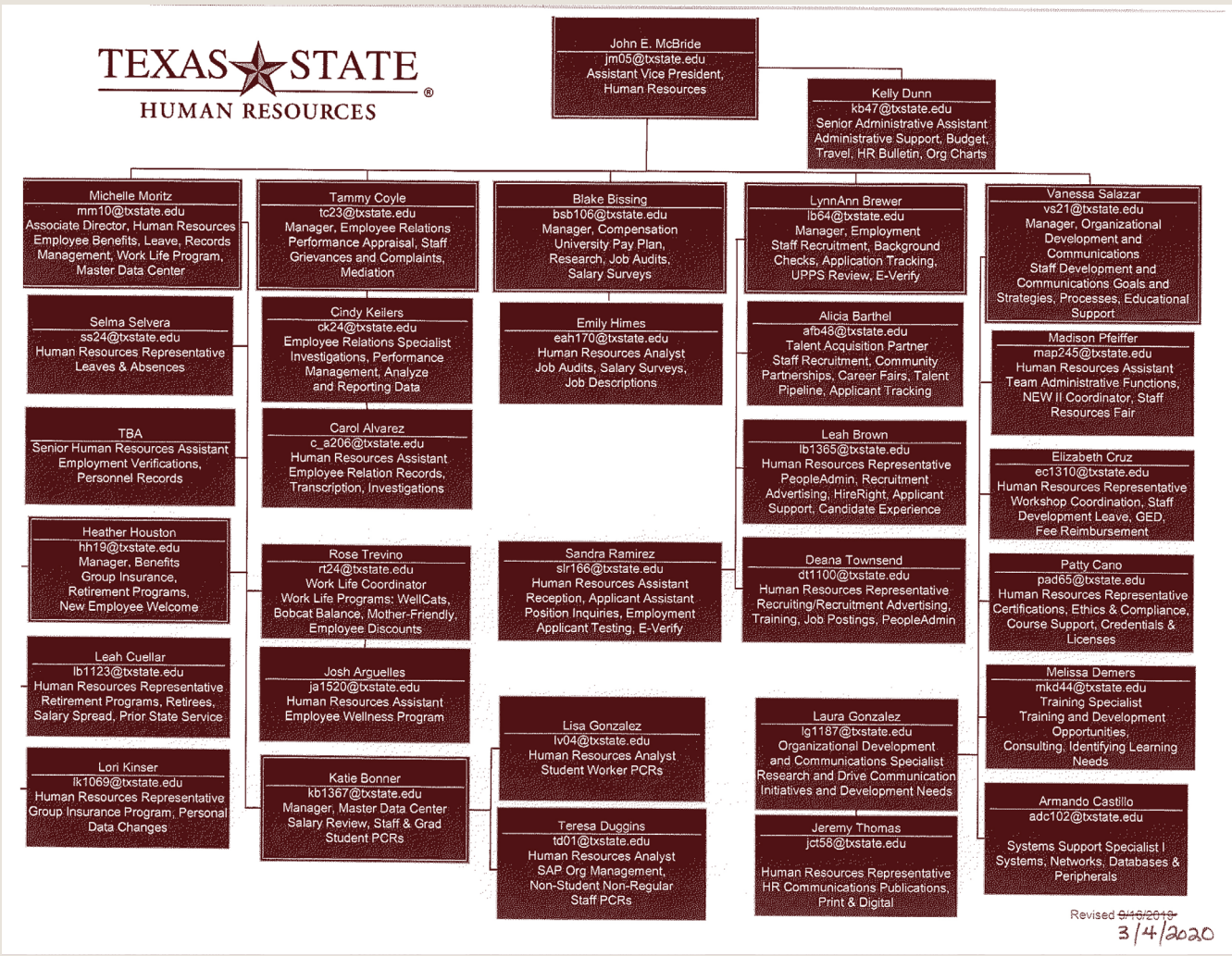
Revised 8/23/2019
9/1/2019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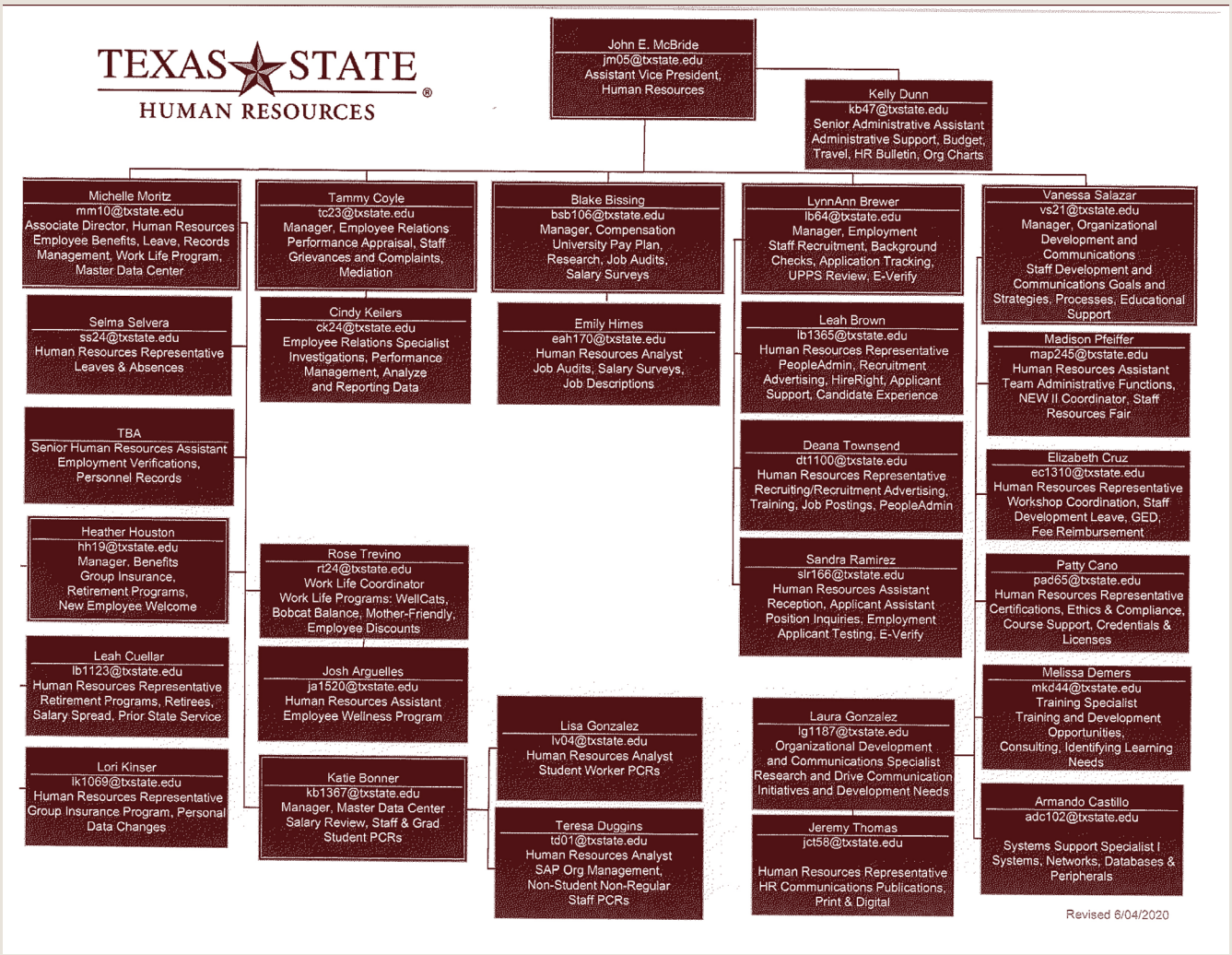
Revised ~~9/16/2019~~
3/4/2020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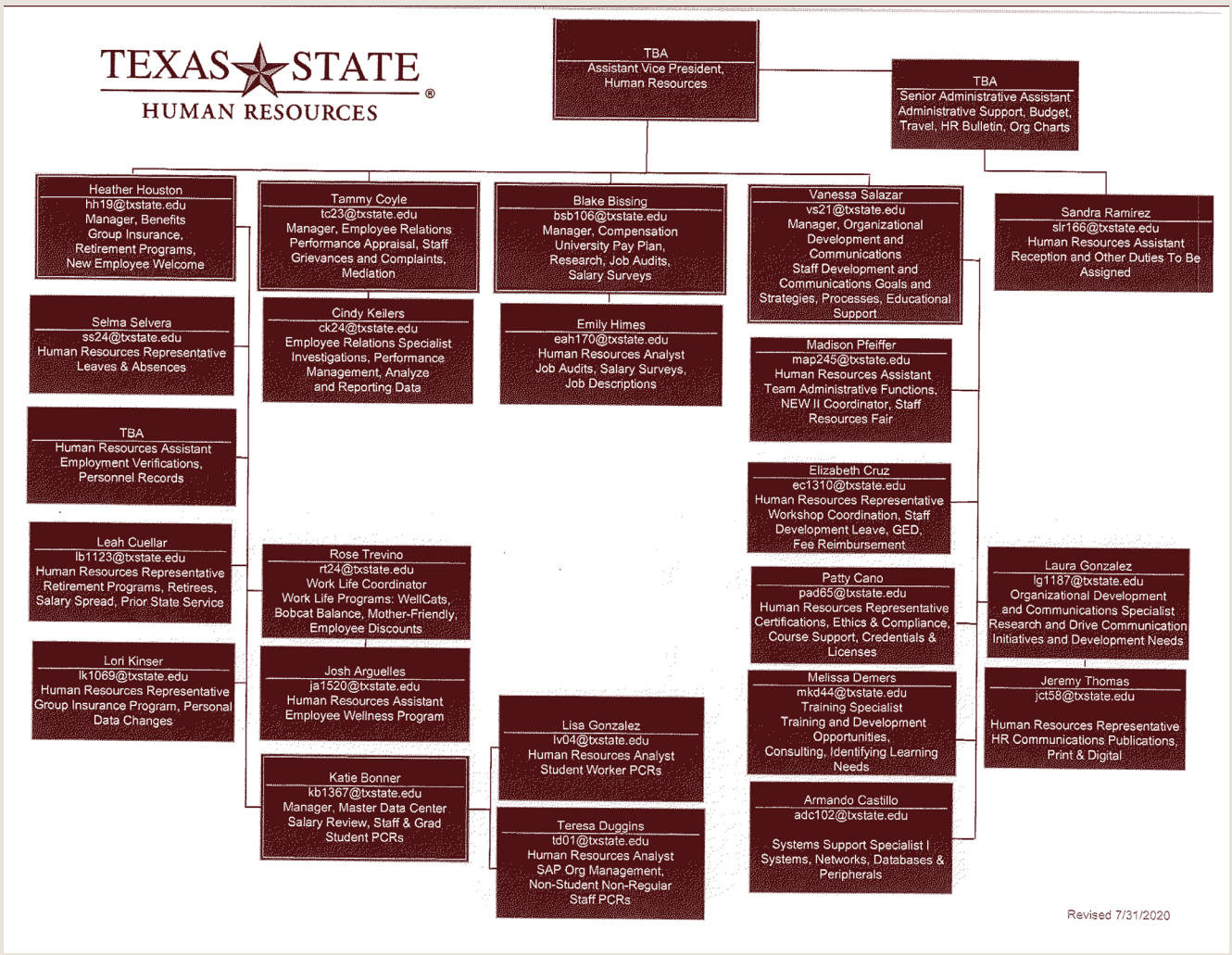
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Revised 7/31/2020

FY20 Headcount by Division						
		October	January	April	July	Average
Office of President						
	Benefits Eligible Staff	14	13	16	7	12.5
	Non Benefits Eligible Staff	11	11	11	7	10.0
	Benefits Eligible Students	2	0	2		1.3
	Non Benefits Eligible Students	3	3	4	1	2.8
	Total	30	27	33	15	26.3
Information Technology						
	Benefits Eligible Staff	297	302	297	291	296.8
	Non Benefits Eligible Staff	14	13	13	14	13.5
	Benefits Eligible Students	4	4	2	2	3.0
	Non Benefits Eligible Students	228	208	190	131	189.3
	Total	543	527	502	438	502.5
Academic Affairs						
	Benefits Eligible Faculty	1602	1590	1583	1538	1578.3
	Non Benefits Eligible Faculty	533	506	465	450	488.5
	Benefits Eligible Staff	844	850	846	842	845.5
	Non Benefits Eligible Staff	200	189	143	187	179.8
	Benefits Eligible Students	1010	956	978	730	918.5
	Non Benefits Eligible Students	1667	1542	1683	848	1435.0
	Total	5856	5633	5698	4595	5445.5
Finance & Support Services						
	Benefits Eligible Staff	531	526	519	509	521.3
	Non Benefits Eligible Staff	17	17	14	17	16.3
	Benefits Eligible Students	1	1	1	1	1.0
	Non Benefits Eligible Students	158	143	139	51	122.8
	Total	707	687	673	578	661.3
Student Affairs						
	Benefits Eligible Staff	387	377	379	348	372.8
	Non Benefits Eligible Staff	43	41	35	26	36.3
	Benefits Eligible Students	39	36	33	18	31.5
	Non Benefits Eligible Students	703	715	666	157	560.3
	Total	1172	1169	1113	549	1000.8
University Advancement						
	Benefits Eligible Staff	58	59	57	53	56.8
	Non Benefits Eligible Staff	2	2	2	2	2.0
	Benefits Eligible Students	1	1	1		1.0
	Non Benefits Eligible Students	24	19	23	9	18.8
	Total	85	81	83	64	78.3
Athletics						
	Benefits Eligible Staff	103	100	103	105	102.8
	Non Benefits Eligible Staff	11	13	15	11	12.5
	Benefits Eligible Students	0	0	0		0.0
	Non Benefits Eligible Students	194	154	166	118	158.0
	Total	308	267	284	234	273.3
University Administration						
	Benefits Eligible Staff				37	37.0

McBride, John E

From: McBride, John E
Sent: Monday, August 31, 2020 3:59 PM
To: Algoe, Eric (ealgoe@txstate.edu)
Subject: FW: FY 2019-2020 HR Accomplishments

Eric,

I guess this may be fitting for this day. Here are the updated HR Accomplishments for FY 20. This includes updates to what I sent you earlier this year which only covered through 5/31. The new stuff is in color or highlighted.

I believe we can all agree it was one of the most challenging years ever...but I think we did a great job getting through it.

John

Top HR FY 20 Accomplishments

- Transitioned all 30 HR employees to a remote working status (requiring only one regular employee to staff the office each business day) in response to the COVID-19 pandemic.

- Moved Employment from a primarily passive operational mode to a proactive mode while still accomplishing the operational requirements – Reorganized section structure/focus by adding 1 new position and transfer of 1 existing position into section, and initiated an aggressive talent acquisition program consisting of community outreach (local/state) activities, hiring assistance and guidance to hiring managers through face-to-face, online, and video training, and greatly expanded website/online assistance resources.

- Employment team revised policy and/or procedures re: physical skills testing (PTRC), streamlining the Rec for Hire process, criminal background checks (coordination with PeopleAdmin/HireRight), employment offer process, automated recruitment free advertising, shortening of the No-Hire process, and updated/created tools and resources re: Recruit and Hire Website, How to Apply Video for applicants, How to Hire a Temporary Worker for managers, How to Post & Screen applicants, and Hiring Proposal Guides. Also, Staff Diversity Toolkits are being finalized and will be placed on a newly created website. There will be 2 videos and one flipbook with resources to assist in recruiting a diverse applicant pool and tips/recommendations to conduct inclusive interview committees and interview processes.

- Researched, coordinated, and implemented actions for the leave provisions of the Families First Coronavirus Response Act (FFCRA), University pre-FFCRA responses to the COVID-19 pandemic, and the retirement plan provisions of the CARES Act.

- Researched, coordinated, and implemented actions to comply with the new federal Fair Labor Standards Act (FLSA) salary thresholds including installing a new and more simplified NSNR classification system.

- Made substantial progress on VPFSS goal of creating and implementing both a business administrators and leadership essentials course which included:
    - creation and launch of **HR Essentials** course (replaces Managing@TXSTATE and pre-requisite for Leadership Essentials course) to include a new Budget module and complete with certificate presentation ceremony in JCK 1100 **in the spring;**

- pilot launch of **Business Processes Certificate** in Canvas in the summer (BPC – aka business administrators course), and;
- initial progress on creation and development of **Leadership Essentials** course (higher level and soft managing skills)...all consisting of both online and face-to-face elements with long term plan to move most instruction to online.

- Made substantial progress on staff Job Title Consolidation Project which included consolidating 730 pay plan titles to 275 titles, expanding pay grades in length from 65% to 85%, creating written job specifications for all current and new consolidation project titles, and preparatory work on a 3 phase communication plan as well as rollout plans for Job Profile Builder for when Consolidation Project is completed and launched.

- Implemented new work schedules and incentive pay types for UPD as well as researched and confirm TRS law re: calculation of pay for retirement benefits. Also prepared information for Clery consultants and provided data at request of VPFSS for disciplinary history for all UPD sworn employees for past 8 years.

- Revised UPPS 04.04.01 General Workplace Policy (formerly Miscellaneous Human Resources Policies and Procedures) to provide policy and procedures for expanded remote working and telecommuting as well as revised guidance for having children at work. Developed online form in SAP to enhance workflow and reporting capability.

- Revised UPPS 04.04.35 Professional Development and Educational Activities to provide policy and procedures re: eligibility for class release time and deletion of the requirement to pay up front with reimbursement later for the waived fees and designated tuition.

- Received a "Complete" designation from Internal Audit on the Licenses, Credentials, and Certifications (LCC) audit which resulted in identifying all positions that require a federal, state, or VP directed credential (and a process to track and monitor) as a condition of employment.

- Completed implementation of the PeopleAdmin Integration module to sync data with SAP on users and positions...all which facilitates the position management and applicant tracking modules in PeopleAdmin keeping data current for PeopleAdmin end users.

- Continued expansion of Employee Relations function to include close coordination with TSUS Associate General Counsel, Equity and Inclusion, members of President's Cabinet, and campus managers/supervisor/employee consultations re: matters of Title IX (2 hearings), staff grievance procedure (6), workplace investigations/reports (7 with 60 interviews requiring 120 hours of transcription time per investigation), performance improvement plans (24), separation agreements (10), mediations (2), performance improvement plans (24), and disciplinary actions (117).

- Completed 2 year project to convert paper HR files to electronic files in which 145,552 documents were imaged $2,000 under budget and 3 years earlier than originally projected.

- Added customized Total Compensation Statement to SAP Self-Service for staff employees while continuing to work with IT to produce same for faculty.

- Reviewed and revised 15 UPPS's for which HR is the senior reviewer, 2 FSS/PPS's for which HR is the senior reviewer, and reviewed/provided input on 8 UPPS's for which HR is the secondary reviewer.

- Revisions to NEW to include agenda topics, move from Warren Room back to JCK 1100, addition of a department expo and HR reps for questions at NEW's conclusion, and move to total remote/virtual mode in response to COVID-19.

- Conducted highly successful Employee Wellness Staff Resources Fairs and initiated contacts with Dean Wellborn at Round Rock campus to bring a reduced versions of these Fairs to Round Rock.
- Training and development presentation attendance totaled over 850 and saw the addition of 17 new courses. Included new resources for instructors on how to train via Zoom
- Comp/Class and Benefits collaborated with IT to develop a revised Turnover Report that breaks out the turnover rate by FLSA status, demography, and division.
- Comp/Class completed over 100 new position and reclassification audits so far for just FY 20.
- Received DOL inquiry based on complaint (Jun) and responded to DOL request for information (Jul)
- Completed preparations and received VPFSS approval to proceed with the functional title piece of the Job Title Consolidation Project. Completed draft campus notification for VPFSS approval (Aug).
- Senior HR staff continued liaison visits with each College and Divisional council to present HR information and receive feedback on HR related issues.
- Had student intern complete project for a new, revised exit interview tool which is under evaluation by HR staff.
- Completed management response to Leave Reporting Audit with action items to be implemented in Fall 2020.
- Implemented Voluntary Separation Agreement program resulting in a record number of retirements by August 31.
- Project team completed technical development of PeopleAdmin Onboarding module with consultant. Next step will be internal process adjustments and communication to launch to campus.
- Researched case management system. Chose Maxient to convert all Employee Relations files from paper to digital. Implementation completion date early fall 2020.
- Offered three other internship opportunities to students to gain development and communications experience | *fall and spring*
- Presented at the 2019 CUPA National Conference (fall) and the 20th annual Leadership Conference at Texas State | *spring*
- Partnered with Core Systems to create SAP workflow for Academic Release & Tuition Support program | *spring*
- Coordinated HR Forum completely virtual and created new site in SharePoint to share videos, documents and a space for feedback | *spring and summer*
- Launch of virtual Core Strengths pilot program | *summer*
- Partnered with Institutional Compliance to coordinate and process more than 500 staff Workplace Modifications Requests. | *summer*
- Created new monthly HR video updates, and two new videos to promote employee educational opportunities (GED and Academic Release & Tuition Support programs) | *spring and summer*
- Created new avenue for EEO & Title IX training in Canvas for accessibility purposes | *summer*

- New websites: Manager's Toolkit, Business Processes Certificate, Core Strengths, HR workplace updates for COVID-19 | *spring and summer*
- Adapted several forms for MDC into fillable PDF formats (e.g., Task Worker Fillable Applications, Faculty Grad Personal Data Info Sheet, Hourly Student Worker Acknowledge) | *summer*
- Collaborated with Core Systems to explore and recommend Success Factor's LMS | *summer*

2017-2023 Texas State University Plan

2019-2020 Plan Progress

College/Unit/Division: Vice President for Finance and Support Services

1. Promote the success of all students.

1.1 Plan and implement activities aimed at improving the overall student experience and satisfaction.

- Number of students in the current year involved in curricular and co-curricular activities that indicate high levels of satisfaction or have received special recognitions
- Number of students in the current year involved in activities aimed at improving student experiences
- Number of TxState Mobile Application downloads in the current year
- Number of interactions with the TxState Mobile Application in the current year
- Number and total cost of NEW campus enhancement projects completed [Facilities Office]

82 campus enhancement projects completed at a cost of $40,927,450

- Number of NEW voluntary meal plans purchased by students [FSS Auxiliaries]

2,278

- Increase in total dining and vending sales volume compared to prior year [FSS Auxiliaries]

($233,136)

- Increase in bookstore sales volume other than course materials compared to prior year [FSS Auxiliaries]

In 2019-2020 Follett Commisions totaled $820,564.22. There were reductions in commissions from March to August due to the lack of students, faculty, and staff on-campus because of Covid-19.

- Decrease in percentage of students cancelled for non-payment by payment due date compared to prior year [Student Business Services]

SBS cancelled 173 less students (14.9%) on the first cancel date of Fall 2020 (990) vs. Fall 2019 (1,163). In addition, there was a substantial decrease in the number of students extended. The number of students extended decreased 29.7% from Fall 2019 (302) vs. Fall 2020 (214). The total for all three cancels for Fall 2020 decreased by 217 from Fall 2019. The total number of students as of census date decreased by .8%.

1.2 Manage student enrollment, both at the graduate and undergraduate level.

- Graduate and undergraduate enrollment figures compared to prior year

In Fall 2019, there were 33,917 undergraduate students compared to 34,187 students in Fall 2018, a decline of 0.8 percent. At the graduate student level, there were 4,270 students in Fall 2019 compared to 4,457 in Fall 2018, a decline of 4.2 percent overall.

1.3 Increase student retention and graduation rates.

- Student retention rates for all levels (i.e., first-time undergraduate, transfer undergraduate, first-time master's, first-time professional, and first-time doctoral) compared to prior year

The one-year retention rate for first-time, full-time undergraduates fell from 77.1 percent for the Fall 2017-18 cohort to 75.6 percent for the Fall 2018-19 cohort.

The one-year retention rate for Full-Time Transfer Students increased slightly from 81.3 percent for the Fall 2017-18 cohort to 82.1 percent for the Fall 2018-19 cohort.

The one-year retention rate for the Master's students increased from 83.8 percent for the Fall 2017-18 cohort to 85.4 percent for the Fall 2018-19 cohort.

At the doctoral level, one year retention increased from 92.8 percent for the Fall 2017-18 cohort to 94.4 percent for the Fall 2018-19 cohort.

The one-year retention rate for professional students increased from 90.5 percent for the Fall 2017-18 cohort to 97.6 percent for the Fall 2018-19 cohort. (NOTE: Due to the low number of students in the program, one student represents 2.4 percent in the Fall 2018-19 cohort.)

- Student graduation rates for all levels (i.e., first-time undergraduate, transfer undergraduate, first-time master's, first-time professional, and first-time doctoral) compared to prior year

The six-year graduation rate for the Fall 2014 first-time, full-time undergraduate cohort was up slightly to 54.9 percent compared to 54.3 percent for the Fall 2013 cohort.

The four-year graduation rate for the Fall 2016 cohort of full-time undergraduate transfer students with 30 or more hours was up slightly to 63.8 percent compared to 63.2 percent for the Fall 2015 cohort.

The five-year graduation rate for first-time, full-time Master's students in the Fall 2015 cohort was up slightly 84.7 percent compared to 83.2 percent in the Fall 2014 cohort.

The five-year graduation rate for first-time, full-time Professional students was 100 percent for the Fall 2015 cohort which is consistent with the rate for the Fall 2014 cohort.

The 10-year graduation rate for first-time, full-time doctoral students was down slightly to 64.4 percent for the Fall 2010 cohort compared to 69.1 percent for the Fall 2009 cohort.

- Student retention rate increases in academic or support services department-identified retention programs for the current year

1.4 Increase scholarship and grant resources to enhance recruitment, retention, and graduation of students.

- Number and dollar amount of NEW and total scholarships awarded, including merit scholarships

There were a total of 12,044 scholarships awarded in FY20 for a total of $28.2 million, compared to 9,959 scholarships for $25.9 million in FY19. This is an increase of 2,085 scholarships worth $2.3 million.

- Number and total dollar amount of all grant resources for the current year

A total of 37,104 grants totaling $122.5 million were awarded in FY20, up from 35,759 grant awards worth $119.1 in FY19. This represents an increase of 1,345 grants worth $3.4 million.

1.5 Enhance advising, academic support programs and services to ensure student success.

- Undergraduate student to academic advisor ratios at university and college level compared to prior year
- Number of students served by advising centers compared to prior year
- Number of students served by the Student Learning Assistance Center compared to prior year
- Number of students served by the Writing Center compared to prior year
- Number of NEW programs/activities and number of participants that ensure student success (provide one example) [Deans/Vice Presidents/Round Rock Campus]

Treasurer/SBS implemented ECSI Recovery Select Implementation to reduce receivables and increase collection turn around in order to improve student retention (enhance ROI)

1.6 Ensure marketable skills are incorporated into curricular and co-curricular experiences.

- Number of academic programs for which marketable skills have been identified compared to prior year
- Number of continuing education courses for which marketable skills have been identified compared to prior year
- Number of NEW curricular and co-curricular programs and experiences that have incorporated marketable skills components in the current year

1.7 Prepare all students to achieve their career goals and make positive and meaningful contributions as they interact in a diverse and increasingly global society through an inclusive program of learning and engagement, rich with diverse perspectives.

- Number of NEW career support programs provided and number of participants
- Number of academic credit internships/practica completed by students in the current year as measured by Semester Credit Hour (SCH) in sources as coded

A total of 21,714 SCH in internship/practicum courses were completed in FY20.

- Number of face-to-face career counseling and career advising appointments for the current year
- Percentage of students in the current year who report employment or graduate/ professional school plans in the Graduating Student Outcomes-First Destination survey

1.8 Provide educational programs and co-curricular activities that foster community, service learning, leadership, career exploration, and personal development.

- Number of NEW educational programs provided and total number of participants
- Number of NEW co-curricular activities provided and total number of participants
- Number of NEW course sections transformed or created with a service-learning component

1.9 Leverage data and analytics to support growth in student success and institutional processes.

- Number of NEW enrollment management (e.g., recruitment, admissions, financial aid, retention) policies that result from the use of actionable data
- Number of NEW dashboards, data and analytical reports published

The Office of Institutional Research published eight new dashboards and data analytic tools in FY20.

1.10 Establish the appropriate processes, procedures, and tools to support the necessary accommodations for constituents with disabilities.

- Number of students with disabilities participating in support programs and services in the current year
- Number of NEW electronic and/or physical ADA compliance processes, procedures, and tools completed/available [Vice Presidents/Round Rock Campus]

HR created new avenue for EEO & Title IX training in Canvas for accessibility purposes. Provided regular accessibility web checks, video captioning, and reviewed documents including tagging to ensure compliance.

1.11 Support the success of students by continuously improving the function, condition, reliability, and aesthetics of the facilities and grounds of the university.

- Number and total cost of NEW space repair and renovation projects completed [Facilities Office]

72 projects completed at a cost of $10,814,495

- Number and total cost of NEW campus enhancement projects completed [Facilities Office]

2 projects completed at a cost of $4,097,952

- Number of NEW or modified facilities construction and/or improvement projects in which the Department of Athletics was involved in collaborative planning, improving technology, and/or space utilization and optimization

1.12 Provide a supportive environment for students, including student athletes, that encourages academic excellence, character development, and respectful interaction with others.

- Academic progress rate (APR) of student-athletes for the current year compared to NCAA national average
- Student-athlete retention rates (i.e., first-time undergraduate, transfer undergraduate, first-time master's) compared to entire student body
- Student-athlete graduation rates (i.e., first-time undergraduate, transfer undergraduate, first-time master's) compared to entire student body
- Number of NEW or modified programming for student-athletes that encourage academic excellence, character development, and respectful interaction with others
- Number of NEW or modified programming for student-athletes that promote their emotional, physical, and intellectual well-being

1.13 Provide all students with quality engagement opportunities that model the values associated with equitable competition, engender university pride, positive community relations, institutional prestige, and promote student well-being and development.

- Number of service-learning hours completed by students enrolled in service-learning designated courses compared to prior year
- Number of NEW curricular and co-curricular programs/activities that provide students with quality engagement opportunities (provide one example)
- Number of student curricular and co-curricular competitions in the current year that receive special recognition
- Number of students and their total service hours in the current year involved in verifiable community service activities
- Number of events held on Texas State campuses for the current year that provide opportunities for students to engage, through observation or participation, that model the values associated with equitable competition and engender university pride

2. Offer high quality academic and educational programming.

2.1 Introduce new academic programs that meet the economic and cultural needs of the region and the state.

- NEW academic programs proposed during the current academic year
- NEW academic programs approved during the current academic year
- Online and hybrid SCH as a percent of overall SCH offered

For FY20, SCH generated from Online and Hybrid course offerings comprised 18.7 percent of the overall SCH. A portion of the increase from previous years was the result of on-line courses being offered in response to COVID19 during Summer 2020.

2.2 Provide quality educational programming that leverages diverse perspectives embedded in an inclusive learning environment.

- Number of NEW or modified academic programs that added multicultural or multi-perspective content
- Number of NEW or revised courses with multicultural or multi-perspective content
- Number of educational or training sessions held in the current year for members or groups within the Texas State campus community that contain information concerning the value of diverse perspectives

2.3 Enhance and expand the Honors College experience to attract high-achieving students.

- Number and percent of students enrolled in Honors College courses offered compared to prior year
- Percent of students in each college participating in the Honors College compared to prior year
- Number of NEW Honors sections offered
- Number of Honors College graduates compared to prior year

2.4 Improve the capabilities in our learning spaces and learning environments to better foster creativity, enable collaboration, and encourage discovery.

- Number of NEW programs/activities that improve capabilities in the learning environment (provide one example) [Vice Presidents/Round Rock Campus]

No examples for FSS Division

- Number of NEW programs/activities that improve capabilities in online learning environments
- Number, percentage, and capacity of active classrooms
- Number and capacity of diverse learning environments in the university libraries
- Number and total cost of NEW classroom and teaching laboratory enhancement projects [Facilities Office]

7 projects completed at a cost of $3,306,255

2.5 Transition Texas State's Learning Management System environment to a more integrated, robust, and modern integrated learning system.

- Number of NEW transitional learning management system (LMS) activities implemented
- Percentage of courses being taught in the new LMS

2.6 Support the growing academic requirements of the university by improving the condition and reliability of academic facilities and technology, creatively assisting departments in optimizing their use of space, and collaboratively planning and constructing new facilities.

- Number and total cost of NEW capital projects resulting in square footage additions coded as "Academic" [Facilities Office]

1 project completed at a cost of $1,611,000

- Number of NEW technology initiatives implemented during the current year and total cost
- Percentage of classrooms upgraded technologically for the current year
- Average age of computers in computer labs (includes learning commons)

2.7 Increase national and international visibility and presence by supporting curricular and co-curricular initiatives that prepare students to be responsible citizens.

- Number of faculty-led study abroad programs for the current year
- Number of students studying abroad for the current year
- Number of NEW institutionally recognized international exchange programs
- Number of students participating in Study-in-America for the current year
- Number of NEW curricular and co-curricular service-learning programs that prepare students to be responsible citizens (provide one example)
- Number of students participating in NEW global immersion programs

3. Achieve significant progress in research and creative activity as measured by national standards.

3.1 Achieve National Research University Fund (NRUF) Eligibility.

- Total restricted research expenditures
- Total endowment funds [Treasurer]

$225,519,534.83

- Number of Ph.D. degrees awarded

A total of 54 Ph.D. degrees were awarded in FY20.

- 5-year master's graduation rate

The 5-year graduation rate for first-time, full-time Master's students in the Fall

2015 cohort was ups lightly to 84.7 percent compared to 83.2 percent in the Fall 2014 cohort.

- 10-year doctoral graduation rate

The 10-year graduation frate for first-time, full-time doctoral students was 64.4 percent for the Fall 2010 cohort compared to 69.1 percent for the Fall 2009 cohort.

- Percent of first-time entering freshman class in top 25 percent of high school class

For the Fall 2019 incoming class, which includes students who started in summer, 46.3 percent of those reporting a high school rank were in the top 25 percent of their high school class.

- Status as member of Association of Research Library membership, Phi Beta Kappa Chapter, or Phi Kappa Phi Chapter
- Association of Research Libraries (ARL) Library Investment Index ranking
- Number of tenured/tenure-track faculty who have achieved international and national distinction through recognition as a member of one of the national academies, are Nobel Prize recipients, and have received other faculty awards as designated in the NRUF eligibility criteria
- Number of Ph.D. programs

3.2 Develop new graduate programs to advance the university's research goals.

- Number of NEW graduate programs proposed during the current year
- Number of NEW graduate programs approved during the current year
- Number of graduate students enrolled compared to prior year

For Fall 2019, there were 4,270 graduate students enrolled compared to 4,457 in Fall 2018.

- Number of graduate degrees awarded compared to prior year

A total of 1,369 graduate degrees were awarded in FY20 compared to a total of 1,472 graduate degrees in FY19.

3.3 Encourage and promote student research opportunities.

- Number of NEW curricular and co-curricular programs that provide students with research opportunities (provide one example)
- Number of students participating in the Undergraduate Research Conference and Honors Thesis Forum compared to prior year
- Number of graduate students completing thesis or dissertation projects compared to prior year

3.4 Expand support to the research community by enhancing resources to support the evolving requirements while developing a staff of research professionals to support and assist researchers.

- Total research and development expenditures
- Number of proposals developed with the assistance of Research and Sponsored Programs staff and grant writing contractors compared to prior year
- Total number and utilization of High-Performance Computing (HPC) nodes
- Number of technology mitigation plans for research grants
- Number of NEW research job postings along with average time to fill [Human Resources]

Total number of research job postings is 46. The average time to fill is 58 days.

- Number and total cost of NEW capital projects resulting in square footage additions coded as "Research" [Facilities Office]

1 project completed at a cost of $3,941,300

- Increase in number of research-specific Environmental Health, Safety and Risk Management training courses taught compared to prior year (including attendance) [Environmental Health, Safety and Risk Management]

FY 2019 Courses Offered = 9, attendance = 2136
FY 2020 Courses Offered = 8, attadance = 1800

- Decrease in the number of lab safety inspection violations compared to prior year [Environmental Health, Safety, and Risk Management]

FY 2019 = 101 safety inspection violations, total # inspections for FY 2019 = 576
FY 2020 = 232 safety inspection violations, total # inspections for FY 2020 = 526

3.5 Foster a university-wide culture that promotes, rewards, and celebrates interdisciplinary research, scholarship, creative activity, innovation, and community engagement.

- Number of applications for Multidisciplinary Internal Research Grants (MIRG) compared to prior year

4. Provide the necessary services, resources, and infrastructure to support the university's strategic direction.

4.1 Offer competitive salaries to attract and retain highly qualified faculty and staff.

- Median salary levels for each faculty rank including professor, associate professor, assistant professor, and lecturer

Based on CUPA-HR Definitions, the median salary for all faculty based on rank for Fall 2019 were as follows:

Full Professor - $98,484
Associate Professor - $80,068
Assistant Professor - $69,700
Lecturer - $49, 453

- Percent increase in average staff salary levels for all ranks

EEOC	Fall 2018	Fall 2019	Percent Increase
Administrative	$91,943	$95,880	4.3%
Professional	$55,529	$57,907	4.3%
Secretarial	$38,400	$39,541	3.0%
Service	$26,400	$27,373	3.7%
Skilled	$43,393	$45,566	5.0%
Technical	$46,008	$48,336	5.1%

- Comparison of median salary by position at Texas State with median salary in the local market for staff and to CUPA-HR national data or appropriate peer set for faculty [Human Resources/Faculty and Academic Resources]

Percent above benchmark local - 33.5%
Percent below benchmark local - 66.5%
Percent above benchmark CUPA - 36.6%
Percent below benchmark CUPA - 64.4%

Average Percent Difference (Market Median to TXST incumbents): 8.2%

- Percentage of positions with an identified market benchmark [Human Resources]

63%

4.2 Plan and implement programs to help improve faculty and staff recruitment, hiring, and retention in order to support a highly qualified, diverse, motivated, and satisfied workforce.

- Number of NEW programs and activities that provide assistance in strengthening faculty/staff recruitment, hiring, and retention [Human Resources/Equity and Inclusion/Faculty and Academic Resources]

Provide NEW II (new employee orientation) virtually with added communications for Bobcat newcomers.

Affirmative Action planning - attended training, recommended and purchased Biddle Software, completed data collection/analysis, and issued IT charter for photo review for AAP.

Developed and deployed Talent Acquisition Customer Service Survey.

Added information in Talent Acquisition for COVID updates - new I-9 guidance and Interviewing during a Pandemic.

Created "What happens after I apply?" infographic and video.

Created executive search recruitment website and infographic.

Create Staff Diversity Hiring Toolkit and videos.

- Number and percent of African American, Hispanic, and other diverse faculty and staff compared to prior year

In Fall 2019, African American employees made up 4.3 percent (n=160) of full-time employees compared to 4.2 percent (n=157) in Fall 2018.

In Fall 2019, Hispanic employees made up 21.6 percent (n=810) of full-time employees, compared to 22.5 percent (n=841) in Fall 2018. Part of this decline is the result of the increase in hires from other minority groups.

In Fall 2019, other minority employees (including those with unknown ethnicities) made up 11.2 percent (n=437) of full-time employees, compared to 8.9 percent (n=333) in Fall 2018.

- Annual turnover percentage of regular faculty and staff (by title, FLSA classification, years of service, age, diversity, division [Human Resources/Faculty and Academic Resources]

	Turnover Percentage
Total Number of Employees	**14.60%**
Exempt	**12.77%**
Non-Exempt	**19.13%**
Division:	

Office of the President	**31.48%**
Information Technology	**11.13%**
Academic Affairs	**12.79%**
Finance/Support Services	**16.76%**
Student Affairs	**23.01%**
University Advancement	**18.35%**
Athletics	**24.64%**
Ethnicity:	
American Indian or Alaska Native	**23.53%**
Asian	**11.14%**
Black or African American	**13.68%**
Hispanic/Latino	**13.84%**
Native Hawaiian or Pacific Islander	**0.00%**
White	**15.03%**
Unknown or All Fields Blank	**8.75%**
Two or More Races	**15.88%**
Gender:	
Male	**14.51%**
Female	**14.75%**
Unknown	**0.00%**
Age Brackets:	
<30	**27.89%**
30-39	**12.60%**
40-49	**5.87%**
50-59	**10.75%**
60+	**26.77%**
Length of Service:	
<2 years	**22.07%**
2-5	**13.84%**
5-10	**8.08%**
10-15	**9.07%**
15-20	**11.29%**
20-25	**13.26%**
25-30	**28.16%**
30-35	**27.66%**
35+	**33.85%**

- Number of online recruitment advertisements of job postings and advertising sources for the current year [Human Resources]

Total number of recruitment advertisements for job posting is 672. Number of publications is 16 unique advertising sources.

- Number of applications received for staff positions (total, per posting, and average by FLSA classification) for the current year [Human Resources]

Total number of applications received for exempt job postings is 7119.
Number of exempt job postings in 193.
Average number of applications per job posting is 36.88.

Total number of applications received for non-exempt job postings is 4818.
Number of non-exempt job postings is 215.
Average applications per job positing is 22.40.

Total number of applications received for all job postings is 11,937.
Total number of job postings is 408.
Average number of applications per job posting is 29.25.

- Time to fill a staff position (overall and by division, FLSA classification) for the current year [Human Resources]

Average time to fill staff exempt positions is 121 days.
Average time to fill exempt positions per division:
Athletics - 54
President - 93
VPAA - 104
VPUA - 93
VPFSS - 159
VPIT - 151
VPSA - 106
VP Univ Admin - 206

Average time to fill non-exempt positions is 108 days.
Average time to fill non-exempt positions per division:
Athletics - 93
President - 28
VPAA - 80
VPUA - 289
VPFSS - 133
VPIT - 54
VPSA - 82
VP Univ Admin - 108

Overall average time to fill is 113 days.
Overall average per division:
Athletics - 63
President - 28
VPAA - 148
VPUA - 130
VPFSS - 137
VPIT - 120
VPSA - 92
VP Univ Admin - 182

- Time to complete staff new position and reclassification job audits for the current year [Human Resources]

Division	Average Days to Complete
Athletics	2
VP University Advancement	4
VPAA	4
VPFSS	3
VPSA	1
VP Univ Admin	1
Average	3

- Percentage of Performance Management assessments completed by annual May 31 due date [Human Resources]

76.6%

- Number of WellCats members, events, and participation for the current year [Human Resources]

WellCats members: 491, Events Offered: 869, Total Participation: 5,089

4.3 Promote excellence through effective planning, policy development, assessment, and reporting to ensure the continuous improvement of programs and services.

- Number of involvement and contribution levels in annual plan progress reporting
- Number of university and division policies that are current/delinquent
- Number of NEW policies developed or updated [Vice Presidents/University Planning and Assessment]

HR revised UPPS 04.04.35 Professional Development and Educational Activities;
HR assisted with creating Roadmap to Return to Campus;
FSS Planning UPPS 08.01.08 Scheduling of University Facilities - Round Rock Campus

- Number of responsible areas that are completing assessments and demonstrating continuous improvement for the current year
- Number of administrative peer reviews conducted for the current year [Vice Presidents/Round Rock Campus]

No administrative peer reviews were completed in FY20 in the FSS Division

- Number of program reviews completed/submitted to the Texas Higher Education Coordinating Board for the current year
- Number of required major state and national reports completed and submitted for the current year

A total of 56 state and national reports were completed and submitted in FY20 by the Office of Institutional Research. The vast majority of these reports are mandated by state and federal agencies.

4.4 Implement fundraising initiatives in support of the university's strategic direction.

- Total dollar amount raised for the current year
- Total dollar amount raised per strategic fundraising priority area

4.5 Provide training and educational resources to enhance personal and community safety.

- Number of NEW safety support activities introduced [University Police Department]

UPD launched a monthly Community Forum that provides crime data updates and discussions about timely, relevant topics. It is currently in a virtual format but will move to in-person when possible. UPD began a student police academy that includes classroom instruction and a ride along program.

- Number of NEW educational activities related to applicable laws (e.g., Title IX, Campus Save Act, Violence Against Women Act)

4.6 Enhance information security practices to better predict, prevent, detect, and respond to threats to Texas State's information systems and data.

- Number of security breaches in the current year
- Number of applications using Two Factor Authentication
- Number of reported security incidents for the current year

4.7 Continue to improve strategies and models for governance and planning that are transparent and inclusive.

- List of NEW published models or processes to support governance and planning decisions

4.8 Expand Round Rock Campus resources and space to support the move of the College of Health Professions and growth of other academic offerings at this location.

- List of NEW capital projects completed at Round Rock Campus and total cost [Facilities Office]

Avery Building Improvements through FY20 = $1,240,338

- Dining and vending sales volume at Round Rock Campus compared to prior year [FSS Auxiliaries]

$68,020.79

- Number of NEW non-faculty positions added at Round Rock Campus [FSS Auxiliaries]

Change to Human Resources - No new positions were created for the Round Rock Campus in FY 2020

- Number and total cost of NEW technology initiatives implemented at Round Rock Campus during the current year
- Total technology expenditures for the current year at Round Rock Campus

4.9 Increase the utilization and effectiveness of available technologies through more impactful implementations, education, training, marketing, and communications.

- Number of IT-related communication and marketing events for the current year Adoption rates of new technology implementations/upgrades

4.10 Enhance the experience of the university community by continuously improving processes and interfaces.

- Number of NEW campus business improvements [Vice Presidents/Round Rock Campus]

SBS implemented new Marketplace to eliminate the manual in-person processing and enable the departments to receive reimbursements and comply with cash handling procedures. Implemented modified faculty/staff tuition and fee benefit.

HR implemented online Remote Work Agreements; created and launched HR Essentials for TXST Managers pilot program (replaces Managing@TXSTATE)/50 staff participants; launched Business Certificate (BPC) pilot in Canvas/50 participants and final launch; launched virtual Core Strengths pilot program/20 participants; secured Vyond to create and implement HR animated video communications; created and launched new resources for instructors to help them provide online training via Zoom; launched EEO & Title IX in Canvas for accessibility purposes; partnered with Core Systems to create SAP workflow for Academic Release & Tuition Support program; coordinated HR Forum

completely virtual and created new site in SharePoint to share videos, documents and a space for feedback; partnered with Instructional Compliance to coordinate and process more than 500 staff Workplace Modifications Requests; created HR video updates, and two new videos to promote employee educational opportunities (GED and Academic Release & Tuition Support programs); created new websites: HR Workplace Updates for COVID-19, Manager's Tooklit, Business Processes Certificates, Core Strengths, and Course Calendar; assisted with user guides for FFCRA COVID-19 to include on the website; partnered with Master Data Center to adapt several forms for MDC into fillable PDF formats (e.g., Task Worker Fillable Applications, Faculty Grad Personal Data Information Sheet, Hourly Student Worker Acknowledgement); updated course survey on Qualtrics with new questions on how courses tie to University goals and competencies.

- Number of electronic documents processed through Adobe Sign
- Number of NEW functionalities implemented via mobile technology
- Number of NEW cloud solutions vetted and approved
- Increase in percentage of employees signed up to receive electronic W-2s compared to prior year [Payroll Office]

4% increase, 45% compared to 41% in prior year

- Decrease in percentage of Outstanding Charges Receivable compared to prior year [Student Business Services]

Outstanding receivables decreased for FY19 from .83% to .66% in FY20 due to the students continuing to pay previous bills. For FY20, the receivable is .90%. Sum of charges increased by $4.5 million or almost 1% from the previous fiscal year. The recovery rate remains consistant at over 99%.

- Increase in number of vendors in the TSUS Marketplace compared to prior year [Procurement and Strategic Sourcing]

169 vendors were added to the Marketplace. This increase is because of a change in our standard operating procedure where we are now adding all new vendors to the Marketplace and populating the Marketplace with our current vendors as well..

- Increase in percentage of automatically paid invoices using 2-way match compared to prior year [Procurement and Strategic Sourcing]

The FY20 volume was 18,490. The decline may be explained as related to the university staff working remotely and requiring few office supply orders (Covid-19 effect); reduced budgets resulting in fewer orders; and some vendors who left the EDI process and reverted to traditional invoicing practices.

- Increase in utilization of Concur Travel Management tools compared to prior year [Travel Office]

The Concur Travel Management tool is projected to be available for campus travel requirements in April 2021.

4.11 Provide a diverse and inclusive environment of support to achieve the highest level of performance for all members of the campus community.

- Number and percent of ethnically diverse faculty and staff compared to prior year

In Fall 2019, ethnic minorities made up 33.9 percent (n=1206) of full-time employees, excluding non-resident aliens and those with unknown race/ethnicity information.

- Number of NEW cultural and diversity programs

4.12 Effectively engage alumni and external constituents to influence and generate human and financial capital opportunities.

- Number of NEW external constituent outreach (parents, families, business) activities and number of participants [Deans/Student Affairs/Finance and Support Services/ Round Rock Campus]

No new external constituent outreach activities in FSS DIvision

- Number and percent of alumni (undergraduate degree holders) donating to Texas State compared to prior year
- Number and percent of recent (graduated within last five years) alumni donating to Texas State compared to prior year
- Number of NEW alumni achievement awards for the current year
- Number of NEW Alumni Association sponsored and co-sponsored events and number of participants
- Number of NEW recognized alumni chapters
- Number of NEW alumni chapter-hosted events and number of participants

4.13 Provide programs and services that support and enhance the health and wellness of the university community.

- Number of NEW student health and wellness activities provided and number of participants
- Number of NEW faculty and staff health and wellness activities provided and number of participants [Human Resources]

No new activities

- Employee Assistance Program utilization rate compared to prior year [Human Resources]

2019 - 5.7%	2020: 4.4%

4.14 Provide a competitive, high-profile, diverse, equitable athletics program, in compliance with applicable rules and regulations, which increases university prestige and creates exciting engagement opportunities.

- Number of NCAA Division I events held for the current year that provided engagement opportunities for faculty, staff, students, alumni, and the community-at-large

4.15 Support the growing requirements of the university by enhancing the condition and reliability of the university infrastructure, creating redundancy to support essential building operating systems, and collaboratively planning and constructing new facilities.

- Number of deferred maintenance projects completed for the current year and total cost [Facilities Office]

21 projects completed at a cost of $16,171,936

- Number and total cost of NEW infrastructure repair and renovation projects completed [Facilities Office]

9 projects completed at a cost of $5,218,862

- Total square footage of NEW construction or additions completed [Finance and Support Services Planning]

68,970 square feet
LBJSC Addition - 22,718, Campus Recreation Competitive Sports Center - 2,494, RF Mitte Addition - 743, Jowers Conversion from Athletics to E&G - 10,767, Elliott Hall A and B conversion from Housing to E&G - 30,113, Chemistry Breezeway Enclosure - 2,135

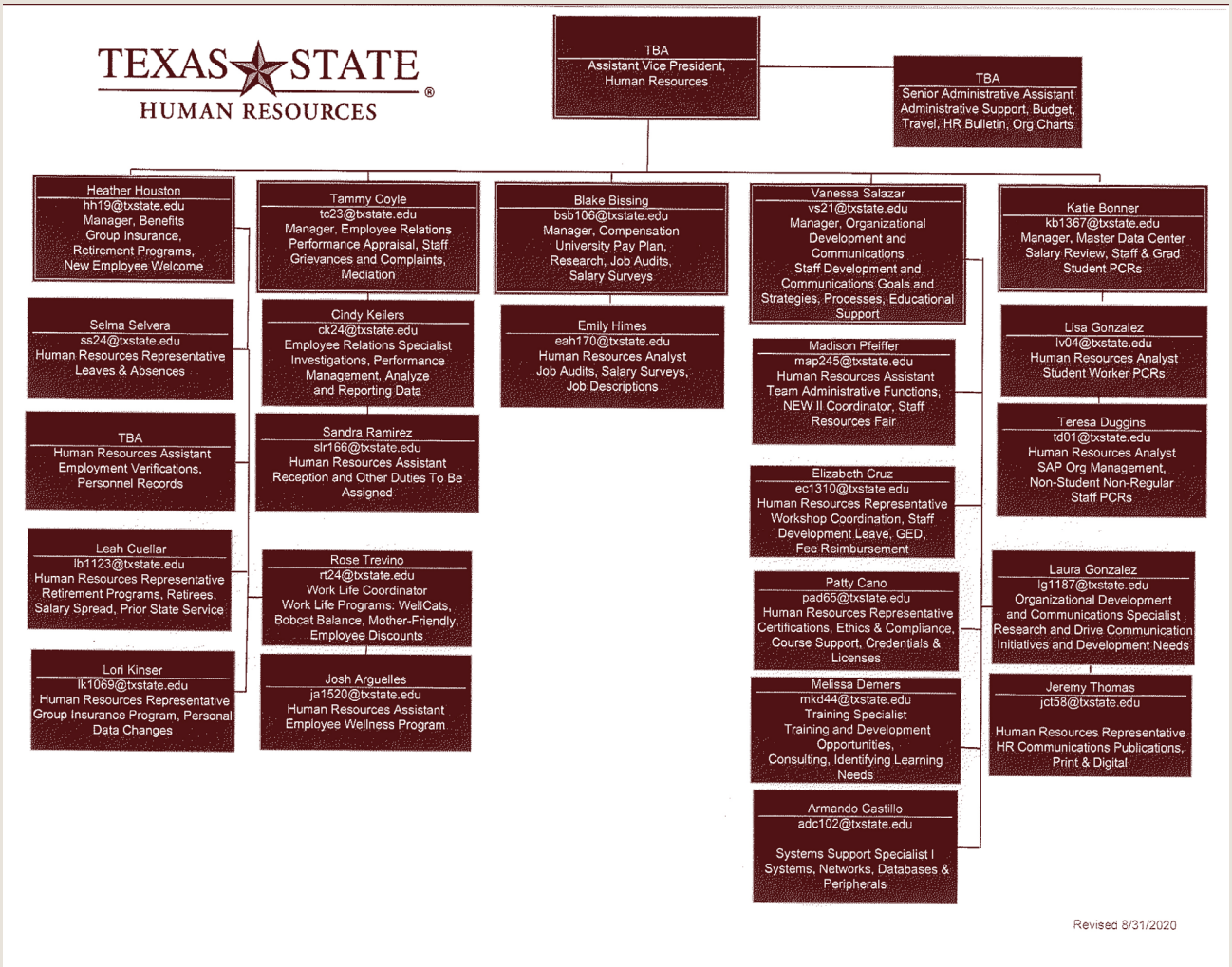
- Percentage of data switches less than five years old
- Percentage of servers in the data center running under virtual machines

FISCAL YEAR 2021

Human Resources Employees
Fiscal Year 2021

Name of Employee	Job Title	Subgroup	FTE
Mrs Selma P Selvera	Human Resources Representative	12 Mo NE Salaried	100.00
Ms Lisa Silguero Gonzalez	Human Resources Analyst	12 Mo Ex Salaried	100.00
Ms Rose C Trevino	Work Life Coordinator	12 Mo Ex Salaried	100.00
Mrs Teresa A Duggins	Human Resources Analyst	12 Mo Ex Salaried	100.00
Mrs Cynthia V Keilers	Empl Rel Spec	12 Mo Ex Salaried	100.00
Mrs Tammy Lee Coyle	Mgr, Employee Relations	12 Mo Ex Salaried	100.00
Ms Vanessa Andrea Salazar	Mgr, Organizational Development and Comm	12 Mo Ex Salaried	100.00
Ms Heather M Houston	Mgr, Benefits	12 Mo Ex Salaried	100.00
Ms Kathryn L Bonner	Mgr, HR Master Data Center	12 Mo Ex Salaried	100.00
Miss Laura Gonzalez	Organizational Development and Comm Spec	12 Mo Ex Salaried	100.00
Mrs Patricia Duran Cano	Human Resources Representative	12 Mo NE Salaried	100.00
Mrs Leah N Cuellar	Human Resources Representative	12 Mo NE Salaried	100.00
Ms Sandra L Ramirez	Human Resources Assistant	12 Mo NE Salaried	100.00
Ms Melissa K Demers	Training Specialist	12 Mo Ex Salaried	100.00
Mr Joshua Adam Arguelles	Human Resources Assistant	12 Mo NE Salaried	100.00
Mrs Lori K Kinser	Human Resources Representative	12 Mo NE Salaried	100.00
Mr Blake Samuel Bissing	Mgr, Compensation	12 Mo Ex Salaried	100.00
Ms Elizabeth Cruz	Human Resources Representative	12 Mo NE Salaried	100.00
Mrs Emily Ann Himes	Human Resources Analyst	12 Mo Ex Salaried	100.00
Ms Madison Anna Pfeiffer	Human Resources Assistant	12 Mo NE Salaried	100.00
Mr Armando Daniel Castillo	Systems Support Spec I	12 Mo NE Salaried	100.00
Mr Jeremy Cole Thomas	Human Resources Representative	12 Mo NE Salaried	100.00
Ms Michelle D Moritz	Temporary Worker- Professional	NE Hourly	100.00
Mr John E McBride	Temporary Worker- Professional	NE Hourly	100.00
Ms Kelly Ann Dunn	Temporary Worker- Administrative Support	NE Hourly	100.00

Data captured 10/1/20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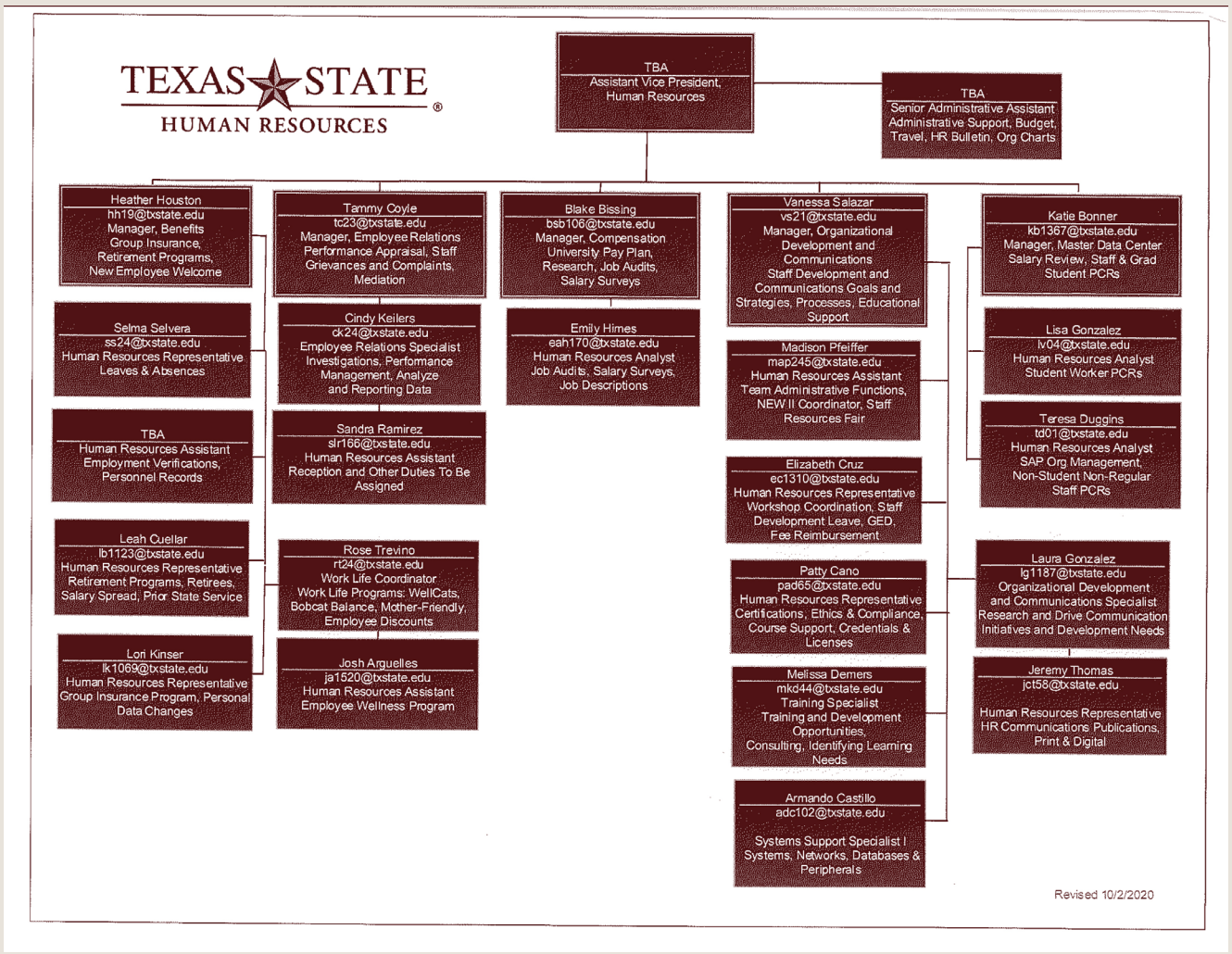
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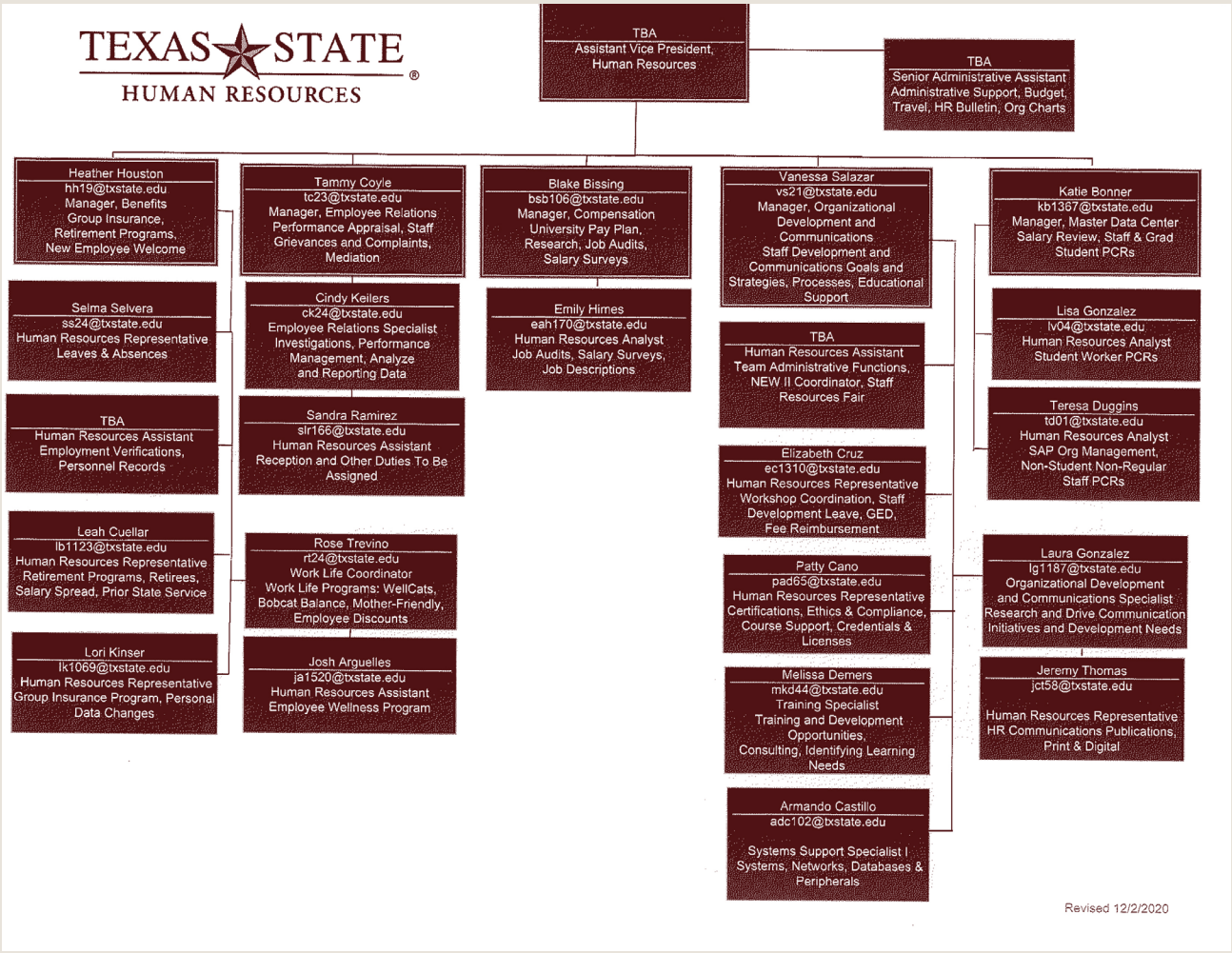
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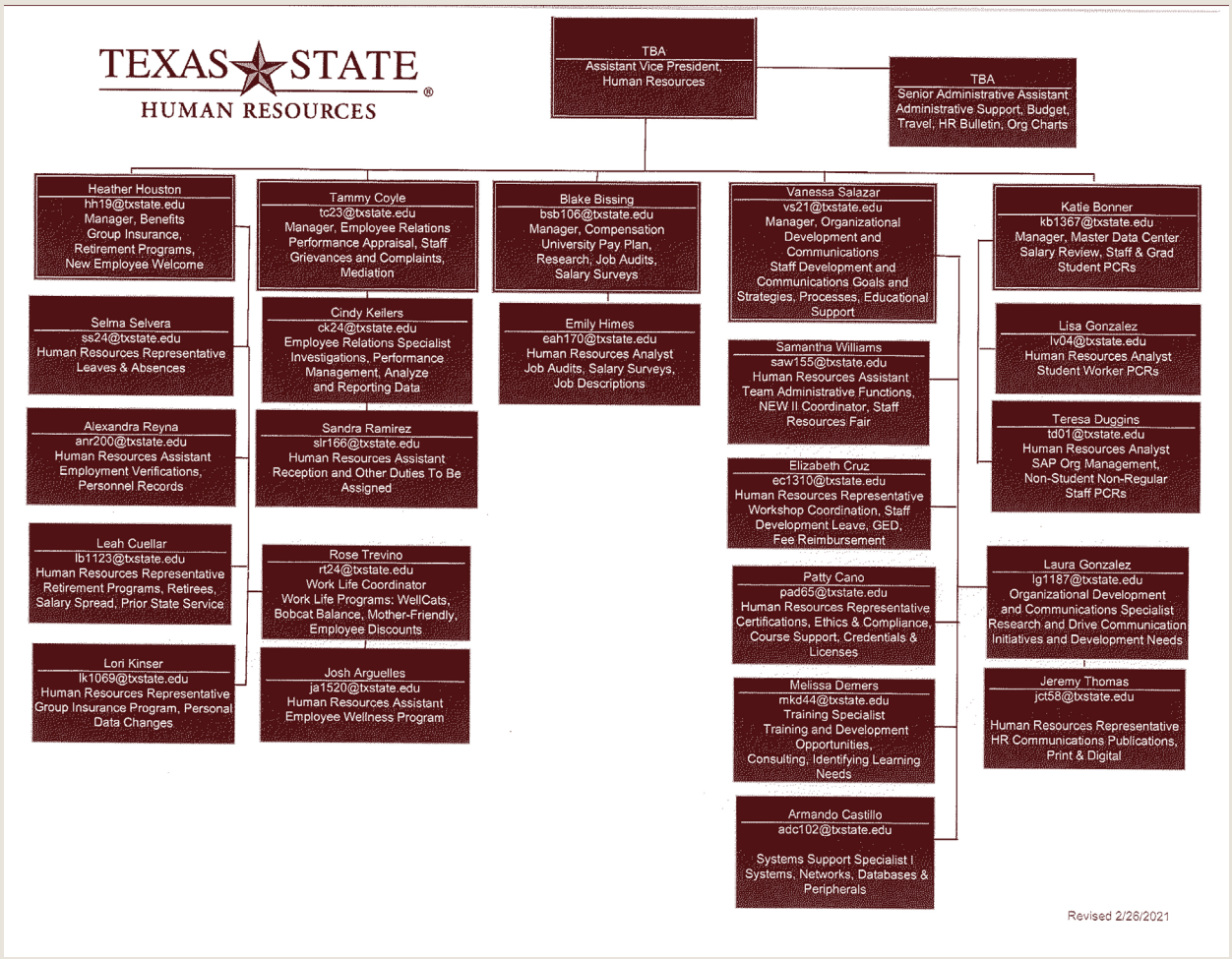
HR Communications Publications, Print & Digital
Revised 12/2/2020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Human Resources Representative
HR Communications Publications, Print & Digital
Revised 2/26/2021

TEXAS STATE UNIVERSITY
The rising STAR of Texas

FY21 Division and University Headcount

		October	January	April	July	Average
Office of President						
	Benefits Eligible Staff	7	7	7	6	6.8
	Non Benefits Eligible Staff	6	6	6	6	6.0
	Benefits Eligible Students	1	0		0	0.3
	Non Benefits Eligible Students	0	1	1	0	0.5
	Total	**14**	**14**	**14**	**12**	**13.5**
Information Technology						
	Benefits Eligible Staff	274	268	274	271	271.8
	Non Benefits Eligible Staff	14	14	14	13	13.8
	Benefits Eligible Students	2	2	2	0	1.5
	Non Benefits Eligible Students	203	185	205	119	178.0
	Total	**493**	**469**	**495**	**403**	**465**
Academic Affairs						
	Benefits Eligible Faculty	1516	1499	1545	1622	1545.5
	Non Benefits Eligible Faculty	471	482	459	421	458.3
	Benefits Eligible Staff	840	844	865	840	847.3
	Non Benefits Eligible Staff	155	167	166	188	169.0
	Benefits Eligible Students	888	888	954	719	862.3
	Non Benefits Eligible Students	1264	1241	1284	822	1152.8
	Total	**5134**	**5121**	**5273**	**4612**	**5035**
Finance & Support Services						
	Benefits Eligible Staff	479	471	466	462	469.5
	Non Benefits Eligible Staff	21	22	25	22	22.5
	Benefits Eligible Students	1	1	1	0	0.8
	Non Benefits Eligible Students	100	86	87	59	83.0
	Total	**601**	**580**	**579**	**543**	**575.75**
Student Affairs						
	Benefits Eligible Staff	327	322	307	310	316.5
	Non Benefits Eligible Staff	25	27	32	52	34.0
	Benefits Eligible Students	29	28	25	15	24.3
	Non Benefits Eligible Students	515	503	512	408	484.5
	Total	**896**	**880**	**876**	**785**	**859.25**
University Advancement						
	Benefits Eligible Staff	50	50	49	48	49.3
	Non Benefits Eligible Staff	3	4	3	2	3.0
	Benefits Eligible Students	4	3	6	9	5.5
	Non Benefits Eligible Students	20	18	17	4	14.8
	Total	**77**	**75**	**75**	**63**	**72.5**
Athletics						
	Benefits Eligible Staff	103	104	104	96	101.8
	Non Benefits Eligible Staff	15	10	7	9	10.3
	Benefits Eligible Students	0	0	0	0	0.0
	Non Benefits Eligible Students	111	117	116	99	110.8
	Total	**229**	**231**	**227**	**204**	**222.75**

University Administration						
	Benefits Eligible Staff	40	43	42	40	41.3
	Non Benefits Eligible Staff		17	18	16	17.0
	Benefits Eligible Students	5	5	5	2	4.3
	Non Benefits Eligible Students		40	51	20	37.0
	Total	**45**	**105**	**116**	**78**	**86**
All Employees						
	Benefits Eligible Faculty	1516	1499	1545	1622	1545.5
	Non Benefits Eligible Faculty	402	415	459	421	424.3
	Total Faculty	**1918**	**1914**	**2004**	**2043**	**1969.75**
	Benefits Eligible Staff	2119	2109	2114	2073	2103.8
	Non Benefits Eligible Staff	230	227	271	308	259.0
	Total Staff	**2349**	**2336**	**2385**	**2381**	**2362.75**
	Benefits Eligible Students	929	927	993	745	898.5
	Non-Benefits Eligible Students	2223	2138	2273	1531	2041.3
	Total Students	**3152**	**3065**	**3266**	**2276**	**2939.75**
	University Total	**7419**	**7315**	**7655**	**6700**	**7272.25**

Notes:

This profile shows a headcount of employees by division, counting a person in each division they are employed. For example, an employee who holds two positions in two different divisions is counted twice.

Each person is counted based on their primary employee group in that division. Generally the assignment with the larger FTE prevails; however, if they are equal faculty and staff they are counted as faculty.

Benefits eligible employees are appointed at least 50% FTE for a definite period of at least

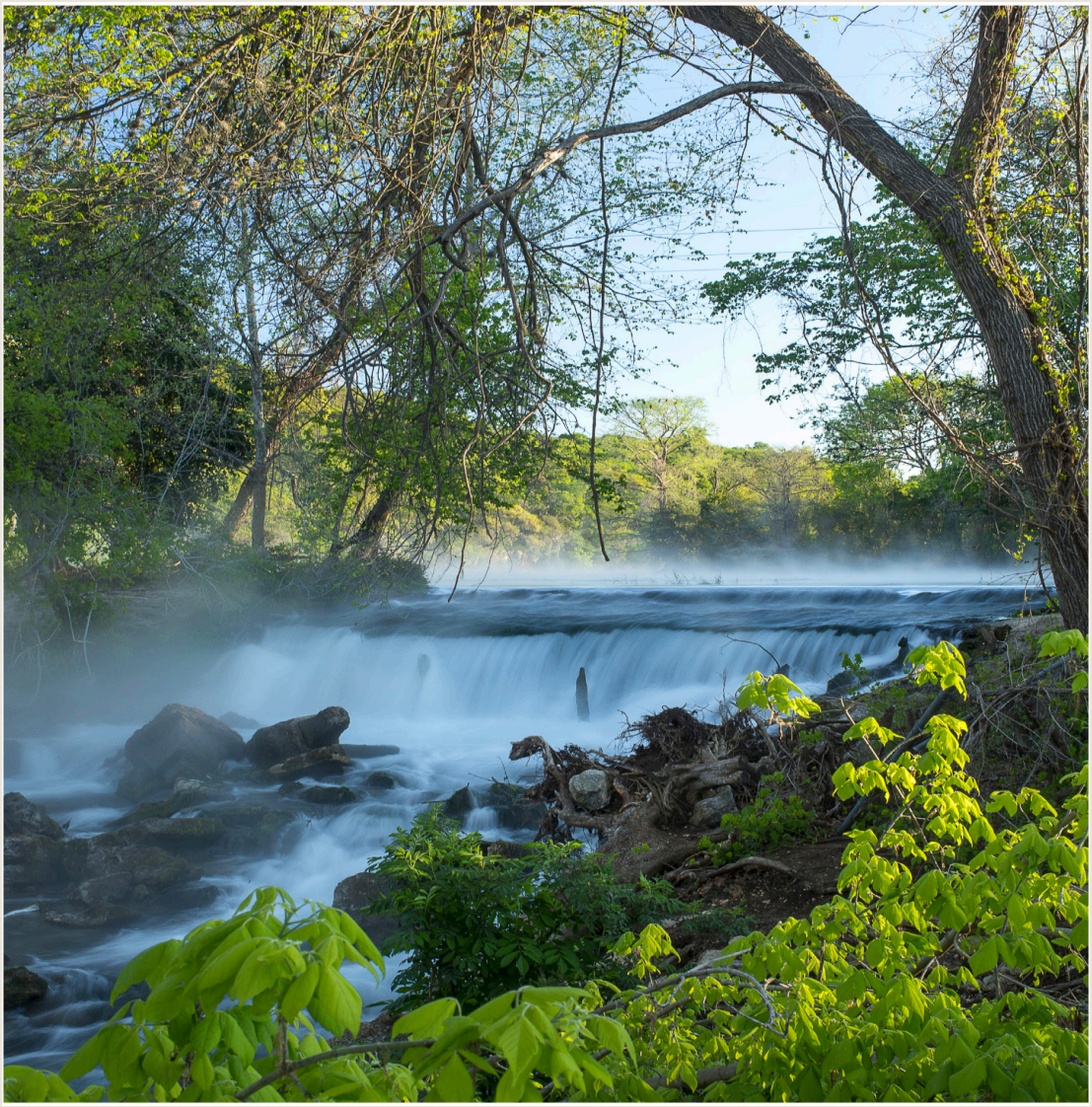
McBride, John E

From: McBride, John E
Sent: Thursday, April 30, 2020 6:09 PM
To: Algoe, Eric (ealgoe@txstate.edu)
Subject: Major HR Goals for 2020-2021

Eric,

As requested...and it still Thursday!

John

MAJOR HR GOALS FOR 2020-2021

- Successfully adapt operations to function in the COVID-19 and reduced funding environment
- Complete implementation of the staff Job Title Consolidation Project
- Complete implementation of the strategic compensation improvement plan adopted in FY 2020 including revision of the Compensation Philosophy and acquisition of expanded market data
- Implement SuccessFactors performance management system including revision of performance evaluation form
- Continue expansion of the talent acquisition program initiated in FY 2020
- Launch Business Processes Certificate (aka Business Administrators Course) to campus-wide participation and finalize development of the Leadership Essentials Course
- Complete personal benefits calculation tool and annual total compensation statement for faculty
- Complete development and implementation of new PeopleAdmin Onboarding module
- Complete and implement new Exit Interview tool/process
- Implement revised License, Credential, Certification (LCC) process to include tracking and additions to job descriptions and recruiting ads
- Streamline the billing process for background checks, I-9's, job postings, and physical/drug testings
- Continue development of section metrics
- Provide formal professional development opportunities for all staff
- Support exploration/adoption of alternative Enterprise Resources Planning (ERP) software options
- Pass SACS review and make adjustments as appropriate
- Continue to develop policies and procedures as appropriate to comply with federal, state, TSUS, or university leadership requirements