

## **Financial Affairs Strategic Plan**

**MISSION:** The mission of the Financial Affairs area is to provide exemplary administrative services in support of the Business and Financial Affairs and University's strategic plans.

**CORE SERVICES:** Services provided by Financial Affairs include Accounting, Financial Reporting, Purchasing, Accounts Payable, Travel, Payroll, Grant Accounting, Investment/Asset Management, Environmental Health and Safety, Cashiers, Student Receivables, Student Loan Management, Risk Management, Contract Management, Records Management, Public Disclosure and Surplus Inventory.

**GOAL 1:** To provide the highest quality of customer service to our students, faculty, staff and the citizens of the State of Washington.  
(CWU Goals 1, 2, 4 and 6; B&FA Goal 1)

**Objective A:** Provide training and workshops to increase staff knowledge, skills, and ability.

1. Provide individual and department training with customer services as the key element.
2. Cross-train employees to assure consistent customer service.
3. Establish customer services as a key measurement in performance evaluations. Maintain record of training (given and received) in employee PDPs.
4. Provide formal, campus-wide training for Financial Affairs' policies and procedures.
5. Continue to review and update policies and procedures of departments on a regular basis.

**Objective B:** Increase or enhance current services to provide improved customer service.

1. Increase usage of Direct Deposit for student refunds and employee paychecks.
2. Increase student usage of the Online Payment System
3. Provide accurate and timely financial reports that fit users' needs.
4. Provide information and guidance regarding educational costs, rights, and responsibilities to students and their families through freshman orientation, open house, etc.
5. Increase usage of online services (online payments, insurance policies, accident reporting, purchasing cards, etc.) by increasing department awareness through training and e-mail notification.

Objective C: Establish new services that provide quality customer service.

1. Implement new and standard procedures to provide non-resident alien services.
2. Re-establish an online requisition process
3. Establish menu driven user generated online financial reports
4. Implement new version of online payment to allow students to make payments directly to their accounts, payments are immediately posted, and holds are released.
5. Provide electronic statements for student accounts
6. Develop employees as knowledge-based workers.
7. Provide online public records and records management training
8. Provide Parent Plus refunds via direct deposit
9. Provide training and support to implement Payment Card Security Procedures.

**GOAL 2:** To recruit, develop and retain a diversified, productive and motivated workforce. (CWU Goals 1, 2 and 6; B&FA Goal 2)

Objective A: Improve the recruiting and hiring process where it assists departments in identifying and hiring the most qualified candidate.

1. Provide and expand non-financial benefits (alternative work schedules, flex time, summer hours, etc.)

Objective B: Regular and timely feedback on employee performance.

1. Complete PDPs on a timely basis for employees

Objective C: Increase opportunities for staff development, job assignments and internal promotions.

1. Provide departmental and employee training (customer service, team building, cross train, etc.)
2. Provide resources for additional external training opportunities for staff
3. Develop and cross-train employees to provide experience in preparation for potential internal promotions
4. Provide a supportive work environment that promotes a low employee turnover rate

**GOAL 3:** To provide a safe and supportive working environment which contributes to an outstanding teaching, learning, and living University. (CWU Goals 1, 2, and 6; B&FA Goal 3)

Objective A: Provide appropriate facilities and equipment that assists employees in completing job assignments efficiently, effectively and safely.

1. Provide ergonomically correct furniture and equipment
2. Add ergonomic review to new employee checklist

Objective B: Reduce and/or eliminate hazards

1. Maintain 100% compliance in the disposal of hazardous waste
2. Develop a program, in conjunction with Risk Management and the Attorney General's office, to inform the University about promoting risk reduction on campus
3. Provide comprehensive safety inspection of all facilities on a regular basis
4. Increase communication between areas of the university concerning safety by having regular safety meetings
5. Maintain close relationship with the Ellensburg Fire Department to ensure and enhance campus fire safety

Objective C: Provide appropriate storage space where materials can be stored and retrieved efficiently and safely.

1. Promote and support the development of document imaging and electronic data storage.
2. Promote the establishment of new and accessible storage.

**GOAL 4:** To provide exemplary financial services which serve the University community's needs while safeguarding the University's financial and physical assets. (CWU Goals 1, 2, 3 and 4; B&FA Goal 4)

Objective A: Increase financial support services and implement work flow processes and procedures

1. Revise the Chart of Accounts to better meet user needs
2. Produce accurate and timely financial reports
3. Increase the number of self-generated online financial reports
4. Implement workflow and re-establish online requisition process
5. Maintain high quality grant accounting services with the ever increasing number of grants
6. Decrease the recording transactions error rate
  - a. Measure by number of external audit comments/reports received
  - b. Measure by tracking number of transactions processed without errors
7. Create a public records electronic database to increase efficiency in responding to Public Records requests
8. Implement new Loan Management System software and upgrade current SAFARI system
9. Continue to review new accounting programs/software that might better fit our needs
10. Improve coordination of FMS planning

Objective B: Improve cash management procedures and security

1. Revise cash handling polices and procedures

2. Implement policies and procedures related to payment cards that meet or exceed industry standards
3. Verify compliance through review and audits
4. Decrease A/R balances through collection activity
5. Maximize investment opportunities
6. Increase frequency and/or timeliness of cash reimbursements (grants, financial aid, foundation, etc.)
7. Increase the amount and percentage of discounts taken on purchases
8. Decrease petty cash activity by increasing purchasing card usage

Objective C: Increase efficiency and reduce loss and liability

1. Obtain 100% compliance in the disposal of hazardous waste
2. Complete purchasing card audits annually
3. Complete at least three records management audits each year
4. Provide employee and departmental training for critical areas

**GOAL 5:** To build and maintain positive and productive relationships on campus, and with our community, educational, industry and governmental partners.  
(CWU Goals 1, 2, 3 and 4; B&FA Goal 5)

Objective A: Promote, build and maintain campus relationships that improve communication, promote efficiencies, and enhance services.

1. Maintain and improve relationship with departments by supporting and abiding by their policies and procedures, and assisting them with their departmental goals.
2. Provide appropriate training to partners to increase productive relationships and effective use of state resources.
3. Assist departments in updating and modifying procedures, reports, and forms to meet customer needs.

Objective B: Build and maintain community partnerships

1. Maintain regular commercial activities committee meetings
2. Provide timely public disclosure
3. Participate in community leadership training
4. Establish effective and enforceable contracts
5. Increase local community participation in purchasing of goods and services

Objective C: Build and maintain educational and governmental partners

1. Actively participate in state meetings and organizations
2. Complete accurate and timely financial reports
3. Provide timely responses to inquiries from the state and other universities

Objective D: Build and maintain industry partners

1. Provide leadership and greater visibility with PeopleSoft user groups

**GOAL 6:** To support the University's Strategic Plan and to help plan for the future. (CWU Goals 1, 2, 3, 4, 5 and 6; B&FA Goal 6)

Objective A:

1. Provide accurate and timely financial reports
2. Establish performance measurements through regular surveys of clients to better understand and meet customer needs