

## STRATEGY, OPERATIONS AND FINANCE

### MISSION STATEMENT:

The Division of Strategy, Operations and Finance provides essential services in support of WKU's Strategic Plan, *Climbing to Greater Heights*, and our student-centered vision and mission. We strive for excellence in our daily operations and are committed to enhancing the experiences of those we serve and employ. We are committed to our core values:

- Maintain a high level of respect, ethics and integrity in all aspects of our operations;
- Support a culture of healthy living, safety and well-being;
- Ensure financial stewardship and regulatory compliance at the highest level of accountability;
- Provide a supportive, inclusive and engaging team-oriented work environment;
- Identify innovative solutions that enhance services in an efficient and cost effective manner; and
- Communicate openly and proactively to successfully meet the challenges of the future.

### PROGRAM INFORMATION:

The Division of Strategy, Operations and Finance plays a vital role in supporting and advancing the University's commitment to academic excellence, administrative efficiency, and enabling meaningful student engagement in a digital age.

Departments reporting to the Executive Vice President include Budget, Human Resources, Chief Financial Officer, and Information Technology. The Chief Financial Officer oversees the following departments: Accounting and Financial Reporting, Bursar, Grant Accounting, Payroll, Supply Chain Management (including Inventory Control and Shipping and Receiving), Travel, and Tax Compliance. The Director of Human Resources is responsible for core HR functions as well as workers compensation and employee wellness programs.

The Assistant Vice President for Business Services oversees the Center for Research and Development, Postal Services, Parking and Transportation, contractual relationships for printing and vending services, the WKU Store, and takes the lead role in university property acquisitions and dispositions.

The Assistant Vice President for Information Technology leads the following departments: Applications and Programming Support, Technical Support Services, and Infrastructure and Operations. These areas provide programming, application support, and training services for major applications such as the Banner ERP, Blackboard LMS, WKU web site, and more; technical support for desktops; support and operations for computer labs; a one-stop Service Desk; TopperTech student equipment loan and repair services; infrastructure support including cabling, voice, and network services; physical security support for access control and video surveillance; campus audiovisual and classroom support; systems administration and data center operations; and more. Other services provided by Information Technology Services include campus security and identity management, project management, and general administrative support for the unit.

### GOALS/ANTICIPATED PROGRAM OUTCOMES:

For 2019-20, we are placing emphasis on achieving the following outcomes:

- Continue implementation of resource allocation model, including budget officers training, for full implementation in FY 2020-21;
- Prioritize Strategic Plan initiatives and develop implementation strategies and metrics to meet the goals and objectives of WKU's Strategic Plan;
- Develop new carry forward and reserve policies for implementation effective FY 2020-21;
- Explore P3 opportunities to evolve the Center for Research and Development into a new innovation campus; and
- Transition all part-time hourly employees to web time entry and make progress towards transition of all non-exempt employees to web time entry.

Information Technology Services FY 2019-20 priorities include the following:

- Implement enhanced cybersecurity best practices such as a phase-in of multi-factor authentication for systems containing sensitive data and elimination of legacy operating systems;
- Support institutional productivity and efficiency through continued implementation of TopNet (Banner 9 self-service) updates, an enterprise workflow system, and managed print services (MPS);
- Develop an ITS service level agreement, in coordination with budget governance committees, that enhances primary unit understanding of the base services provided by ITS as reflected in the budget allocated to the information technology cost pool of the budget model;
- Increase the performance, capacity, and resiliency of the campus network and update/develop disaster recovery and business continuity plans to protect our most critical data assets and systems; and
- Improve learning environments through functional enhancements to the Blackboard LMS system, update campus computer labs to support student success and collaboration, and develop new designs for classroom audiovisual technology.

**FINANCIAL INFORMATION:**

	<b>2018-19 Revised Budget*</b>		<b>2019-20 Proposed Budget</b>	
	<b>Pos.</b>	<b><u>Unrestricted Budget</u></b>	<b>Pos.</b>	<b><u>Unrestricted Budget</u></b>
<u>Educational and General</u>				
Personnel/Fringe Benefits	94.3	6,521,185	97.8	7,389,000
Operating Expenses		1,943,201		1,343,265
Capital Outlay		513,316		459,316
Total Expenditures		8,977,702		9,191,581
<u>Information Technology</u>				
Personnel/Fringe Benefits	90.1	7,861,476	91.6	8,601,272
Operating Expenses		2,343,880		2,283,082
Capital Outlay		453,581		477,701
Total Expenditures		10,658,937		11,362,055
<u>Auxiliary Enterprises</u>				
Personnel/Fringe Benefits	20.6	1,566,603	13.6	1,331,331
Operating Expenses		5,989,397		5,844,669
Student Aid		5,000		5,000
Capital Outlay		7,000		7,000
Debt Service		162,000		162,000
Total Expenditures		7,730,000		7,350,000

\*For comparison purposes, the 2018-19 Revised Budget figures have been adjusted to reflect University reorganization.