

LAKE SUPERIOR STATE UNIVERSITY

2019-2023

5-YEAR REVIEW:
FINANCE & OPERATIONS

FY 2023 Operational Unit 5-Year Review

Due by 4:00pm, February 15, 2024

Five-Year Assessment Reviews are required for all operational and academic units of the University. The five years under review for this report are FY2019 through FY2023. The due date for the 5-Year Operational (Departmental) Unit Review is February 15, 2024. This comprehensive review provides a record of the processes employed by your unit to evaluate functions, services provided, and progress toward achieving assigned Strategic Plan goals. If you have submitted your Annual Assessment Review forms each year since 2021, they are intended to be used as supporting documents for this 5-Year Review. Please use that information (or any other data and information you may have) to complete the sections in this 5-Year Review reporting form to explain your department's continuous improvement planning and Strategic Plan goal achievements over the past 5 years (FY2019-FY2023).

Program Review is required to fulfill the Higher Learning Commission's (HLC) conditions of accreditation for our institution. An Operational Unit may complete a single 5-Year Review Form if it has multiple subunits that are closely inter-related, but for autonomous units you will need to complete separate forms for each unit (e.g., Human Resources could conduct a single review for several of its HR-specific subunits, but will need to complete a separate review for a stand-alone subunit, such as Public Safety).

Reporting Years:	FY 2019 – FY 2023
Unit Name:	Finance & Operations
Unit Contact:	Morrie Walworth / Sue Fitzpatrick
Unit Mission (if applicable):	
This operational unit was assigned the following Strategic Plan Goals, and achieved some measure of progress toward meeting those goals:	<i>List all strategic plan goals this department has worked on over the past 5 years.</i>

Part 1

In the left column, please copy/paste each of your unit's Strategic Plan goals (in numerical order) into individual text boxes. In the right column textbox next to the assigned goal, fill out the information connected to the goal to the right.

You may add/delete rows as needed to adjust for the number of Strategic Plan goals assigned to your Unit.

Strategic Plan Goal (list only one in each textbox in numerical order).	Strategic Plan Goal Progress: <i>briefly</i> describe the progress made thus far in achieving the goal listed to the left.
2.2.2 Enhance the physical and technological infrastructure that provides accessibility for all university members. (Bergel, Beazley)	1) The new portal is deployed and the old one is shut down. We have been getting positive feedback. The next step in this to enable ILP (Intelligent Learning Platform). This is an Ellucian supported integration between Moodle and Banner. Doing this will increase the security of data moving between the two systems. ILP was implemented. After testing it was determined to

	<p>not provide the expected benefits. Single sign on was implemented for Moodle.</p> <ol style="list-style-type: none"> 2) Security patches are installed in Oracle 19C as they are released. Four major ones a year. 3) Completed Wi-Fi heat maps of residence halls, Replaced 100 Access Points. This year we will monitor the new system and replace other buildings after testing is complete. 4) Network design and implementation changes have been made to better protect information resources and follow ever-changing best practices of the industry. Up to date and ongoing. 5) Virtual Engineering lab has been set up to allow off-site or on campus students remote control access to powerful computing and expensive campus software using their own computers. Multiple departments have utilized this server. Student groups have held LAN parties allowing students without powerful gaming computers to participate. 6) Boiler replacements and repairs. 7) Remodel Brady Hall main lobby. 8) Remodel Osborn Hall main lobby. 9) Build out a new laundry, study & lounge in Villages. 10) Web accessibility and the accessibility coordinator are currently aligned with academic areas. IT provides a supporting role to her leadership as needed. 11) Replaced sidewalks (\$180,000) 12) Replaced Norris Center chiller (\$110,000) 13) Added new chiller roof (\$130,000) 14) Repaired Steam Plant roof (\$125,000) 15) Upgraded steam plant boiler controls (\$80,000) 16) Implemented a new water treatment plan (Savings of \$30,000)
<p>3.1.3 Develop a process for review/assessment that ensures expenditures are aligned with institutionally approved plans (e.g. LSSU Strategic Plan, LSSU Master Plan, Housing Master Plan, and Facilities Master Plan).</p>	<ol style="list-style-type: none"> 1) Modified reports to the Board to provide better transparency. 2) Worked with Housing to utilize funds to update residence halls. 3) Ongoing - Updating the Deferred Maintenance Plan to include actual dates of service and renovations – Academic programs implementing new process with faculty meeting annually to review program learning outcomes to help guide budget decisions - monthly budget reports are distributed to ensure expenditures are in alignment. 4) Working on process to align philanthropic priorities with strategic plan. Process will require needs are: Identified, vetted, prioritized, budgeted, and coordinated. 5) Implemented a budget adjustment request process to document budget adjustments. 6) Estimated FY22 budget needs for implementing portions of the Grounds Master Plan. 7) Reviewed Business Plans for St. Helen and Club Sports. 8) Met with Dr. Beazley to update the Club Sports plan for FY22 9) Worked with the Provost during budget planning and budget cuts to ensure high priority items were included in annual budgets.

	<p>10) Monthly budget report are distributed to ensure expenditures and in alignment with the Board approved budgets.</p> <p>11) The deferred maintenance plan was updated so that budget requests for FY22 can be supported.</p>
3.1.5 Ensure that LSSU exceeds 3.0 for two of the four financial health ratios for public institutions of higher education as determined by the National Association of College and University Business Officers.	<p>1) None exceeded 3.0 in FY19</p> <p>2) None exceeded 3.0 in FY20</p> <p>3) Three exceeded 3.0 in FY21</p> <p>4) One exceeded 3.0 in FY22</p> <p>5) Took steps during COVID to reduce staffing and expenditures</p>
3.1.6 Achieve unqualified annual audits for the institution.	<p>1) Achieved for all Fiscal Years</p>
3.2.7 Increase revenue from major auxiliary units, including construction of a new residence hall	<p>1) Not achieved.</p>
3.2.11 Increase miscellaneous General Fund revenue (e.g. miscellaneous gifts, interest Income, Norris Center revenue, Arts Center revenue, and indirect costs).	<p>1) Revenue has increased to near-pre-COVID levels.</p> <p>2) Credit Union branch established on campus; providing rental income.</p> <p>3) Continuously review investments and returns.</p>
3.2.16 Develop a comprehensive Campus events Management Plan to coordinate and maximize campus spaces, events success and net revenue generation	<p>1) Not achieved. A Norris Events unit was formed.</p>
3.3.3 Complete a staffing audit to ensure unit staffing levels are appropriate	<p>1) A staffing audit has begun in FY23.</p> <p>2) Worked with HR to provide new recommended salaries for student workers to ensure LSSU is able to attract and retain students on campus.</p> <p>3) Adjusted staffing during COVID. Implemented a plan for return after COVID.</p>
3.3.7 Deliver training and tools to budget managers that will improve the budgeting process by increasing transparency, provide real-time access to budgets, and increase their understanding of the university budgeting process.	<p>1) Provided course and program fee reports for FY23 and estimates for FY24 to the Provost for budgeting purposes.</p> <p>2) Provided broader financial information to the Board of Trustees.</p> <p>3) Wrote several automated reports for budget managers.</p> <p>4) Greatly increased the automation in BusOps.</p> <p>5) Re-launched BudgetPak in FY24 after discontinuation in FY22.</p> <p>6) Created a new Budget Manager position.</p> <p>7) Created a new Controller position.</p>
3.4.1 Provide IT Infrastructure, systems and staffing through hiring and/or training to ensure that operational and instructional technology systems and staff can support innovation,	<p>1) Launched a new Ellucian experience portal. We have both portals (old and new) active until May 17th to ensure no unknown issues arise. This is due to our current portal built on a platform that is no longer supported by browsers. The new system will also save us money and is cloud-based. A few of the main features include new up-to-date look and feel, ease of use, secure (users will not</p>

<p>communication, efficiency and productivity</p>	<p>need to do a workaround), cross-platform adaptability, and online password reset.</p> <ol style="list-style-type: none"> 2) Upgraded Employee self-service to Banner 9. 3) In the process of upgrading Degree works. 4) Moodle (online learning platform) upgrades will take place May 6th going from 3.6 to 3.9 5) Moving one IT staff to FT (for online instruction). 6) Developed a plan to update all classrooms for online instruction. 7) MarComm is in the final phases of readying a rollout of more logical, helpful, and thorough work orders for the various services it provides campus. 8) Through the Customer Relationship Management system and Ellucian improvements streamlined admission notification and enhanced communication. 9) IT staff attended training for online instruction and online technology. 10) IT developed prototype systems to pretest online technology before deployment. 11) The campus bandwidth was doubled. 12) An IT Security Office was identified. 13) Additional hardware, software, and licensing was acquired for online instruction. 14) IT has developed a new organizational staffing plan and was recently restructured as they move toward the new structure. 15) A Database Administrator (DBA) was just hired and begins within the month. A DBA is critical for the updating of our systems and for support of any customization. 16) IT worked with Human Resources to identify, install and implement updated software (PageUp) for hiring and onboarding new employees 17) Worked with Registrar's office to identify, install and implement updated software (Course Leaf) for the online course catalog 18) Worked extensively with Budget and Payroll offices to implement Position Control, which is the first step in enabling budgeting within Banner. Ultimate goal will be to eliminate current 3rd party budgeting software 19) Working with various departments to implement Workflow in order to streamline Banner processes 20) An IT Security team meets weekly, to identify and improve the security measures we are taking. CISA Cyber hygiene assessment service, providing monthly third party assessment of outside facing vulnerabilities. 21) Investigating 2 factor solutions for all systems. 22) Continued monitoring and updated core systems against vulnerabilities. Using intelligence from MI-ASC, Michigan Cyber partners, CIS advisors mitigates threats against core IT resources by patching and changing settings as necessary. 23) 100% virtualization of all servers at this time.
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	<p>24) Network team to attend Regional IT security conference in Grand Rapids (GRRRCon). Banner Staff attended Ellucian Live. Planning to attend Coehsion.</p> <p>25) Creating a second onsite backup location in case of datacenter disaster.</p> <p>26) 10GB upgrade to educational buildings complete. Upgraded internet connection to 10GB this year, working with Merit to complete this.</p> <p>27) Made changes to my.Issu log in to only enable username without @Issu. This ensures our SSO works properly.</p>
3.4.2 All units will annually report on plans/costs to automate processes in an effort to increase efficiencies and reduce costs. (Gillette)	1) Wrote several reports to push data out to budget managers.
3.4.3 Business plans will be developed for all institutional strategic initiatives prior to implementation	1) No formal business plans have been developed, but SMT discusses all initiatives, gathers data, and solicits input before implementation. Goals are developed and assessed.
3.4.4 Complete a new Campus Master Plan by 2025 that aligns priorities for new construction, facilities renovations, deferred maintenance, property acquisition, and space utilization.	1) Modifications to the plan have occurred. Discussions for new planning will begin after a new President is appointed.
3.4.5 Develop and utilize budgeting processes that integrate planning, innovation, and assessment and that allow multiyear planning, provide more effective data for decision-making, enhance cash-management strategies, and coordinate university and unit financial plans. (Gillette)	1) Not completed in FY23.
3.4.6. Develop and implement an institutional deferred maintenance by 2021	1) No progress was made. The CFO will review work completed in FY22.
5.2.2 Determine the feasibility of implementing of green energies on campus, such as solar and wind energy	1) Working with Cloverland Electric on electric conservation measures, focusing on the ice arena; solar and wind are being considered as part of this process.
5.2.3 Reduce overall energy consumption on campus.	1) Utilizing DTE Energy grant and collaborating with Cloverland Electric Co. to work toward this goal
5.2.4 Enact a campus-wide recycling initiative	1) Implementing initiatives for recycling projects on campus.
5.2.5 Analyze current practices and implement strategies to reduce and offset campus printing and paper consumption	1) Installed PaperCut software to track printing at campus printers by user. Integrated with Banner. Currently reviewing data provided through PaperCut to make recommendation on usage.
5.2.6 Reduce food waste within campus dining operations	1) Continue to partner with the Wastewater Treatment Facility in Kinross. They collect our food waste from the dining operation on a weekly basis, so they can use it in their anaerobic digester to

	produce biogas, which is burned to generate electricity. This will eliminate over 60,000 lbs. of food waste currently being sent to the landfill, as well as a \$35K cost avoidance for not purchasing our own food digester.
5.3.5 Develop plans and implement sustainability initiatives for university-owned natural areas. (Gillette)	1) No activity to report.
5.4.3 Establish a community organic garden and/or partner with the City of Sault Ste. Marie on composting & organic gardening	1) No activity to report.
5.4.4 Participate in regional carbon offset initiatives	1) Continue to explore potential for installing Electric Vehicle Charging Stations; working with outside vendors.
5.4.5 Increase the number of planted trees throughout campus and university-owned natural areas	1) Large numbers of trees were planted on campus from FY21-FY23.
5.4.7 Develop a Campus Grounds Master Plan that includes associated habitat for pollinating bees	1) New beehive and three wildflower plots installed near Fine Arts Center.

Part 2: (You may use your unit's Annual Assessment Reports from previous years to complete this section).

Administrative Unit Goals:

1. Each year your administrative unit should set at least three goals to improve its processes, administration, staffing, infrastructure, unit operations, etc. List some of the most impactful improvement goals your department has set and achieved over the past five years:

I was not able to find past goals.

2. Describe how employee evaluations in your area are used to define and achieve new annual goals for your unit:

All staff submit annual self-evaluations which include goals and their activities related to achieving those goals. All goals are expected to be tied to some aspect of the Strategic Plan, or another institutionally developed plan (facilities plan, grounds plan, IT plans).

3. Explain how unit-specific budget information is provided to staff to be discussed in your departmental meetings, and how that information is used to plan for continuing improvements in your unit:

Budget information is provided monthly, via automate reports. Additionally, reports can be written for more aggressive monitoring of budgets. Several reports go out every day, every week, or every two weeks. Some budget managers have requested customized access to budget information; this has been provided by the CFO.

4. Provide a brief summary of goals set for your administrative unit during the past few years that were not specifically defined in the Strategic Plan, and report the status of achievement for those goals:

Develop and implement more automated processes.
Increase security measures associated with IT infrastructure
Provide more transparency related to budgets and university finances
Allocate more funding to support maintenance of infrastructure
Pursue external funds to support operational activities

5. Based on your department's evaluative processes, list specific goals your administrative unit has identified and will strive to achieve in the near future:

Continue to develop more automated processes – specifically to support audit preparation.
Add front end budget preparation software.
Encourage balanced budgets for the General Fund and all Auxiliary Funds asap.
Maintain the HLC CFI at 1.0 or better.
Provide more training to staff regarding budgets, excel, pivot-table and other tools.
Provide more training to staff for BANNER modules.
Reduce third-party vendor use and utilize ESP staff for repairs & maintenance.
Consider third-party use for Security Access Control operations.

Please attach any related documents (such as annual departmental meeting minutes, employee goal/evaluation documents, survey results, etc.) that support the narrative provided in your Annual Review. Submit this form to gessmaker@lssu.edu no later than **4:00pm on February 15, 2024.**