Administration and Finance
Annual Report
Fiscal Year 2012-13

Building on Excellence

WCU
WEST CHESTER UNIVERSITY
Message from:

Mark P. Mixner
Vice President for Administration and Finance

The Administration and Finance Division is a team of dedicated professionals committed to the good stewardship of West Chester University’s financial, physical, and human resources. We provide a wide range of support functions that are vital to the operation of the University and to the success of students, faculty, and staff. Our goals are to provide high-quality services, enhance the learning experience, and ensure safe and functional living and learning environments at West Chester University.

The Administration and Finance Division will continue to uphold the mission of West Chester University by focusing our efforts on increased responsiveness to the needs of the campus community. Additionally, we will foster the vision of Distributed Leadership, which empowers our employees and increases individual accountability for achieving excellence.

The Administration and Finance team—despite significant challenges—made major contributions to the success of West Chester University during the past year. Some of those contributions are highlighted on the following pages.
Budget and Financial Planning

Colleen Bradley, Director of Budget and Financial Planning

The Office of Budget and Financial Planning (B&FP) supports West Chester University’s Mission by providing fiscal information, analysis and guidance for decision makers. The B&FP Office ultimately aspires to ensure efficient and effective identification and deployment of fiscal resources throughout campus.

- Re-evaluated and right sized the auxiliary budget and process.
- Worked with the Graduate Office to re-evaluate needs and graduate assistantships.
- Completed and submitted the interim budget report to Harrisburg.
- Led the process for the development of a new campus budget model to align budget and spending with University goals and critical needs; performed the trend analysis for campus community for the new budget model.
- Met savings targets and implemented new enrollment growth plan.
- Collaborated with the PASSHE Budgeting Team and Assistant Vice Chancellor to understand best practices and regulatory reporting compliance.
- Completed the FY13 Annual Council of Trustee Budget and PASSHE budget reporting requirements.
The mission of the Department of Public Safety (DPS) is to maintain a safe, orderly and inviting environment for our students, employees, and guests.

- 200 new security cameras were installed in the last academic year bringing the total of security cameras in service at WCU to 700. The Electronic Security System at WCU is valued at over $8 million dollars.

- All WCU police officers and residence hall security officers are certified in CPR, First Aid, and automated external defibrillator (AED) usage.

- The WCU DPS K9 Officer Piper, assisted local police departments 12 times during the past year. She also participated in presentations for College classes, camps and a local elementary school.
EMERGENCY MANAGEMENT AND PLANNING

WCU’s commitment to emergency management and planning is one of the strongest in the region. Employing a full-time emergency planning manager is just the beginning of the WCU commitment. All Public Safety management and supervisory staff have complete Federal Emergency Management Agency (FEMA) Incident Command training through ICS 300. Most have completed the week-long All Hazards Preparedness training.

All major campus special events are planned using the FEMA Incident Management System, and an after-action report is completed. The after-action reports are used as future planning guides and for continual improvement efforts.

During Hurricane Sandy, Governor Corbett requested WCU to prepare accommodations for 1,300 storm evacuees from New Jersey. Within several hours and with the assistance of the American Red Cross, PA Welfare Department and the PA Incident Management Team, the shelter was ready for evacuees and their pets. As it turned out, the evacuees didn’t need accommodations at WCU, but the efforts were great practice for the next major emergency.

- All WCU police sergeants and senior police officers attended the Penn State Justice and Safety Institute Police Supervisory In-service Training.
- WCU DPS responded to 728 service calls during 2012. Services call includes motorist assistance, safety escorts, welfare checks, building admittance, hospital return escorts, and ADA escorts.
- 386 arrests were made in 2012.
- Responded to 1,629 criminal incidents and 1,544 other crime reports.
- Additionally, DPS completed 10,000+ building checks, unlocking/locking, and building admits.
- WCU Parking services sold 7,515 parking permits.
The Facilities Design and Construction Department (FDC) is responsible for all construction and renovation projects on campus – from planning, programming and design, through construction, commissioning, and warranty follow-up.
**Major Projects Completed**
- Student Recreation Center
- South Campus Village Expansion
- New Street Parking Structure
- Upgrade to Main Stage Theatre at E.O. Bull Center
- Upgrade to offices – Lawrence Hall
- Upgrade to Classrooms – Main, Brandywine, Tyson, and Goshen Halls
- Campus wide paving – Church Street (in collaboration with the Borough)
- Adjunct faculty offices at 701 High Street
- Observatory Dome Replacement
- Cadaver Laboratory at Health Science Center
- Upgrade to existing South Campus Tennis Courts
- Green Roofs at FHG and Student Recreation Center
- Campus-wide landscape improvements

**Major Projects Designed**
- Mitchell Hall renovation and expansion
- Business & Public Affairs Center
Established personnel protective equipment standards for each of its departments to help reduce personal injuries.

Developed a mobile Web app that shows the availability of parking spaces in various parking lots. IS Web Services wrote the app and Public Safety made the camera images available.

Developed a new Septa-style bus route map and time chart, placed bus information on building information screens, and developed a new bus route brochure—to increases students’ knowledge of the campus shuttle bus system.

Completed a survey of shuttle bus users that has been used to improve the quality of the bus service.

Developed a Facilities News and Alerts web page to help keep the campus informed about related work that could impact campus users.

Generated more than $30,000 in surplus property sales.

Developed a trial mini-bin recycling program that doubled WCU’s office building recycling percentage from about 25% to 50% in the buildings where it is being piloted. (Recycling is half as expensive as disposing of materials in a landfill.)

Bid the purchase of electric energy and natural gas; savings for the calendar year are expected to be approximately $264,000.

Installed interior “storm” windows on the single pane windows in the faculty offices at the Health Sciences Center, decreasing drafts, increasing comfort, and reducing energy usage.
Commitment to Sustainability

As a part of WCU’s renewable energy efforts the University is phasing out its coal-powered steam plant and replacing it with geothermal facilities. The geothermal utility system is composed of well fields, a pump house, and distribution piping which will move the water from the wells to buildings.

The ground absorbs nearly half of the solar energy our planet receives. As a result, the earth remains at a constant, moderate temperature just below its surface all year round. However, air temperature varies greatly from summer to winter, making air source (traditional) heating and cooling least efficient when you need it the most.

Geothermal heating and cooling systems take advantage of the stable temperature underground using a piping system, commonly referred to as a “loop.” Water circulates in the loop to exchange heat between a building, the ground source heat pump, and the earth, providing heating, cooling, and hot water at remarkably high efficiencies.

Facilities: A Sampling of Sustainability Efforts
- Guaranteed Energy Savings Agreement (GESAs)
- Geothermal
- LEED Building Construction
- Natural Gas Vehicles
- Green Cleaning
- Campus Shuttle Bus
- Recycling
- Biodiesel
- Green Roofs
- Mulching Mowers
- Organic Fertilizer
- Tree Plantings
- Renewable Energy
- Conservation Efforts
- Using recycled materials
- Green building materials/finishes
Finance and Business Services

Bernadette Hinkle, Assistant VP for Finance and Business Services

The Finance and Business Services’ (FBS) staff is instrumental in receipting, depositing, requisitioning, contracting, paying, accounting, and reporting all of the business transactions of West Chester University. The professional FBS staff provides reliable customer service to the WCU campus faculty, staff, and students, from the following areas: accounting and financial reporting, student financial services (bursar), and business services (accounts payable, construction contracting, purchasing, travel, purchasing cards, and the post office).

During the year, Finance and Business Services improved reporting to campus through the SAP Business Intelligence (BI) Financial and Budget reporting system, on-line revenue deposit forms, and applied consistent accounting treatments. An on-line revenue deposit form was designed to provide more reliable and consistent revenue cash depositing in the Bursar’s Office.

By far, the direct deposit initiative for student refunds was a major accomplishment for the year, which significantly improved student customer service while creating efficiencies in the Bursar’s, Accounting, and Accounts Payables areas. In this first year of implementation, over 3,600 students received direct deposit refunds worth $11.3 million.

Business Services established a procedure for direct deposits for employees’ reimbursements and is currently in the pilot phase of the new program.

- Zero FY12 financial statement audit findings
- $235 M in total revenue of which 49.3% was net tuition and fees
- 882 transactions of the on-line revenue deposit form to deposit $2.74 M
- 15,900 bills generated for Fall 2012
- 14,000 bills generated for Spring 2013
- 1,500 winter term bills
- 4,100 bills for Summer I
- $134 M collected in tuition and fees for FY12, up 12% from FY11
- $46.4 M in student refunds generated, 22,500 student refund transactions
- 3,600 students received $11 M in refunds directly into their bank accounts
- 400 health services charges were uploaded into students’ accounts
Training and Open House
Finance and Business Services staff continues to provide a wide variety of training opportunities for the campus on topics such as construction procurement, contracting, SAP e-requisitions, BI reporting, travel, and p-cards. Training can even be custom-designed to target specific needs.

- 11,477 invoices were paid; of which 8,461 were to vendors, 2,595 to employees, and 421 to others
- $1.2 M in faculty and staff travel expenses were paid in FY13, up from $1.1 in FY12, a 9% increase
- $40.5 M in P.O.s processed for FY13, down from FY12 of $41.6 M
- 45% of all P.O.s are for Academic Affairs, followed by 18% Administration and Finance, 11% Information Services, 11% Plant Fund, 8% Student Affairs, and 7% Advancement

WCU Post Office moved to 887 Matlack
The Post Office’s move—although a long time in the making—helped Academic Affairs and Student Services expand space to serve more students in the Lawrence Center. The Post Office staff managed the move this past year with minimal interruption to mail delivery to the campus community.

The University’s on-campus post office provides the majority of the postal services available at any United States Postal office. In addition, the WCU Post Office staff delivers and picks up campus mail at 51 campus locations every work day.
The Chief Human Resources Officer (CHRO) served as project leader for PASSHE’s new total rewards initiative, served as co-chief negotiator for PASSHE during the SCUPA contract negotiations, served as chair of the PASSHE CUO review team evaluating System HR services to the 14 state universities, and served as CHRO representative on the PASSHE Benefits and HR Consulting RFP review team. Five other members of the Office of Human Resources made significant contributions to the establishment and operations of the PASSHE Academy or served on the PASSHE classification and RFP review teams.

- 453 employees participated in the employee flu vaccine program
- 557 employees met “Healthy U” wellness program participation goals, allowing them to take advantage of reduced health care plan premiums for the 2013-14 plan year
- Managed 160 non-instructional position and 49 faculty searches.
- Processed over 15,000 applications and resumes
- Processed 791 background investigations
- Issued 71,578 pay checks to University employees and students during FY 12-13
- Direct Deposit: 1,758 of 1,858 employees are participating; 644 of 895 students are participating
- Implemented electronic W-2’s for all University regular and students workers.
- Implemented payroll deductions for cell phone stipends and student recreation center fees
An internal campus mediation service is available to employees as a way of assisting employees and employee groups in resolving conflicts through non-adversarial facilitation.

Members of the Office of Human Resources’ Environmental Health and Safety staff completed certifications in: ergonomic evaluation and campus sustainable innovation. Members of the Office of Training and Development and the Labor Relations Unit received training in mediation.

- Conducted 188 fire evacuation drills.
- Conducted 72 life safety code inspections in campus residential buildings and 12 in academic and administrative buildings.
- Completed an accountability study of 18,000 visual inspections portable fire extinguishers on campus. 64 units were replaced, as they had reached the end of their reasonable service life.
- Tested all 9,000 fire detection devices in 70 campus buildings and 40 building sprinkler systems.
- 77 training and development programs were offered, with 800 employees participating.
- Online repository of over 4,600 courses
Other Key Activities for Administration and Finance

- Processed 125 Right-to-Know requests.
- Provided updates to neighbors and municipal leaders regarding the University’s current and future plans, especially related to new facilities.
- Partnered with West Goshen Township and the Borough of West Chester in the Rosedale Ave. corridor traffic study to help improve vehicular and pedestrian circulation.
- Partnered with University Student Housing Inc. for the development, financing, and construction of the East Village and Commonwealth Hall.
- Provided leadership for the development of the University’s new strategic plan, especially related to sustainability theme.
- Assisted PASSHE in developing a Request for Proposal (RFP) for audit services for the 14 universities and Office of the Chancellor; helped evaluate responses to the RFP and recommend the firm to provide audit services. The result was a system-wide savings of $695,000.
- Served on affiliated boards, including Student Services, Inc. (SSI); the West Chester University Foundation; and the Foundation’s subsidiary, University Student Housing (USH).
- Compiled the annual Security and Fire Safety Report (Clery Report).
Looking to the Future

Looking to the future, the Administration and Finance Division will continue to focus on providing quality services in support of the University’s educational mission. Some areas of particular emphasis will be:

- Fine-tuning and enhancing the new “right-sized” budget model and ensuring long-term financial viability for West Chester University.
- Managing major construction projects, including the Business and Public Affairs Center (BPAC) and the Mitchell Hall Renovation.
- Developing feasibility studies and beginning the design process for several other key construction projects.
- Partnering with the broader community (West Chester Borough, West Goshen Township, East Bradford Township, and Westtown Township) on issues of mutual concern.
- Implementing major components of the University’s new Strategic Plan.