

**2014-15 Annual Report  
Virginia Tech Graduate School  
Finance and Administration**

**AY2014-15 Outcomes and Impacts**

I. Budgeting Practices and Procedures

- Completed transition to assume oversight over the tuition remission award and funding processes in January 2015. Completed transition to assume oversight of the assistantship contract preparation and management processes in June 2015.
- Retired the existing operating debt of \$101,000 associated with the NSF GRFP sponsored program fund and developed a cooperative approach to commit departments to manage future deficits due to the difference between a fellow's actual cost of attendance and the cost-of-education (COE) allowance provided by the NSF.
- Developed a strategy to reduce the \$358,000 structural deficit caused by GSDA-IGEP stipend differential when the initiative was implemented in FY2011-12. Prepared financial reports which clarified how the funding gap originated and emphasized the program's funding priorities. To date, the Graduate School has received \$200,536 in base resources through the 2014-15 Academic Budget Development process to reduce the funding gap.
- Developed and implemented an improved approach to managing tuition remission allocations and identifying under-and-unutilized allocations. Working closely with the Offices of the Provost and Research, as well as negotiating a long-term arrangement with ICTAS, over \$600,000 was converted in E&G funding at the end of the 2014-15 academic year to meet Graduate School resource requirement and fund operating deficits.

II. Financial Reporting and Planning

- Developed and prepared a resource portfolio to analyze and project the senior management area's consolidated annual financial resources and requirements.

III. Administration and Practices and Procedures

- Continued to restore credibility of the Graduate School's financial and human resource operations. Surveyed academic and other senior management areas across campus to understand past issues and accumulate recommendations for improvement.
- Conducted an internal review of the current award process for the Graduate Student Assembly's (GSA) Graduate Research Development Program (GRDP) and Travel Fund Program (TFP) to improve the timeliness to which awards are paid and reduce the labor costs associated with processing those awards.

IV. Human Resources and Personnel Management

- Successfully transitioned much of the human resource functions as part of my primary roles and responsibilities including; employee hiring and separation functions, compensation management, benefits management and consultation and payroll.
- Improved the overall effectiveness and responsiveness of the Graduate School's human resource and payroll operations, especially related to the annual performance planning and evaluation process and leave reporting.

## V. Childcare Auxiliary

- Working closely with the Office of Budget and Financial Planning, Capital Assets and Financial Management, University Legal Counsel, Real Estate Management, and Controller's Office, successfully implemented the Graduate School's first auxiliary enterprise to account for the financial operations of the newly implemented cooperative childcare program (i.e., Little Hokies Hangout).
- During the 2014-15 academic year, the program provided childcare services to 18 graduate students and 1 faculty member.

## **AY2015-16 Priorities and Objectives**

### I. Budgeting Practices and Procedures

- Continue to enhance the budgeting and finance operations by implementing evidence-based practices and tools.
- Update multi-year reconciliation of base E&G budget provided to IGEPs. Review and enhance the funding model for programs by implementing restrictions on carryover resources.
  - Examine the utilization of carryover resources dedicated to operations and assistantships and consider adopting incentives to encourage recruiting and retention efforts.
- Review and negotiate one-time E&G resources commitments related to childcare initiatives (Office of the President) and interdisciplinary graduate education (ISCE and other institute support).

### II. Financial Reporting, Practices and Procedures

- Continue to implement reliable and consistent financial reporting with predictive value.
  - Provide semi-annual and ad-hoc financial reports to all unit directors regarding budget utilization. Implementation has both promoted budget accountability and enhanced communication between operating units and the finance operations.
  - Enhance financial reporting model with predictive value to provided quarterly reports to all IGEP principal investigators regarding budget utilization.
  - Coordinate with Application Information Systems (AIS) to develop new reports to monitor the utilization of tuition remission funding across the institution.
- Enhance the award process for the GSA Graduate Research Development Program (GRDP) and Travel Fund Program (TFP).
  - Examine resources to implement dissertation enhancement awards program to accommodate research requiring substantial levels of fieldwork, equipment, or travel.
  - Work with the GSA to increase the average amount of awards and ensure that the process is consistent and differentiates between domestic and international travel requirements.
- Improve the Graduate School's accounts payable procedures to comply with the university's Prompt Payment Guidelines and ensure that 99% of the SMA's invoices are paid on time.

### III. Assessment and Evaluation

- Complete transition to oversee the Assessment, Evaluation, and Data Management responsibilities and activities for the Graduate School by August 2015.
  - Develop, prioritize, and implement multi-year assessment and evaluation projects.
  - Develop system for requesting and prioritizing ad-hoc data reporting.

IV. Planning and Risk Management

- Lead the Graduate School strategic planning process. Creates, develop and implement short and long range strategic planning to ensure optimum participation and support from internal and external resources in support of Graduate School priorities and initiatives.
  - Conduct a review of the Graduate School’s mission statement, values, goals and vision paralleling those adopted by at the institutional-level.
  - Develop and implement strategic plan distinguishing short-run and long-run goals and objectives.
- Develop and implement standard operating procedures which outline the policies and procedures pertaining to Graduate School faculty, staff, and graduate assistants by July 1, 2016. Work with other senior management areas across campus to identify best practices in regards to general administration and operations.

V. Human Resources and Personnel Management

- Conduct a feasibility study to explore how flexible work options (i.e., teleworking and alternative work schedules) could be utilized by Graduate School faculty and staff to effectively meet business needs and objectives while enhancing employee job satisfaction and morale and productivity and improving recruitment, retention, and productivity.
- Continue to improve the overall effectiveness and responsiveness of the Graduate School’s human resource and payroll operations by implementing procedures which describe the processes and procedures related to conducting and completing candidate searches, onboarding, human resource management, and termination.