

Finance & Operations

SHSU Strategy in Action
FY 2027 Planning and Budget Presentation

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Finance and Operations

FINANCE & ADMINISTRATION

- People and Procurement Operations
 - Human Resources
 - Payroll
 - Procurement
 - Disbursements
 - Auxiliary Services
 - Dining Services/Aramark
 - Barnes & Noble Bookstore
 - Vending
 - Bearkat Course
 - Ricoh
 - University Hotel
- Controller
 - Banking and Debt Management
 - Facilities Management and Business Services
 - Student Financial Services
 - General Accounting
 - Financial Accounting
 - Property and Surplus
 - Office of Research Administration
- Budget and Financial Planning

OPERATIONS

- Facilities
 - Environmental Health and Safety
 - Facilities Planning and Construction
 - Facilities Services
 - Residence Life Maintenance and Facilities
- Public Safety Services
 - Police
 - Emergency Management
 - Parking and Transportation
- Compliance and Operational Analytics

INTEGRATED MARKETING AND COMMUNICATIONS (IMC)

- Marketing & Branding
- Digital Marketing & Analytics
- Communications
- Executive Communications
- Creative Design & Production



Part 1. Execution Accountability

FY25 Funded Initiatives

1. Central

- a. (HR) Captrust Services (TSUS Mandated) – ORP and SRP fund and administration management - \$50,000
- b. (HR) Title IX – Assistant Director IV – Pregnant and Parenting Liaison - \$83,124

2. HEF Items

- a. (Facilities) Facilities Services (Renovation and Repair) - \$6,000,000
- b. (Police) Two new patrol cars and refurbishment of the Go Trailer - \$310,000
- c. (Facilities) Landscape Crew Equipment - \$100,000
- d. (IMC) Video and Photography Equipment - \$315,000

Part 1. Execution Accountability

FY25 Funded Initiatives: Central

Initiative	Original Allocation Overview	Implementation Status	Measurable Outcomes / Early Indicators	Next Steps	Strategic Alignment
(HR) Captrust Services (TSUS Mandated) – ORP and SRP fund and administration management - \$50,000	Funding supports TSUS-mandated CAPTRUST financial services for Optional Retirement Program (ORP) and Supplemental Retirement Program (SRP) administration, including plan investment oversight and compliance	Completed	<ul style="list-style-type: none"> All participant funds (\$168M) transferred to the four selected vendors Captrust advisory services active for all employees at no additional cost and for investment committees 	<ul style="list-style-type: none"> Continue Captrust oversight of ORSP & SRP programs, including ongoing vendor monitoring, compliance support, employee education, and financial wellness 	<ul style="list-style-type: none"> Embody a Culture of Excellence Process Alignment Provided Support
(HR) Title IX – Assistant Director IV – Pregnant and Parenting Liaison - \$83,124	Funding supports a dedicated Pregnancy and Parenting Liaison position to provide resources and support services for pregnant and parenting students and ensure compliance with Tex. Educ. Code §51.982	Completed	<ul style="list-style-type: none"> 77 pregnant and/or parenting students served over the past year 38 students currently receiving ongoing support and accommodations to aid with retention and persistence of our parenting population 	<ul style="list-style-type: none"> Expand outreach and awareness of services Strengthen campus and community partnerships Continue to grow the number of students served 	<ul style="list-style-type: none"> Student Success and Access Embody a Culture of Excellence

Part 1. Execution Accountability

FY25 Funded Initiatives: HEF

Initiative	Original Allocation Overview	Implementation Status	Measurable Outcomes / Early Indicators	Next Steps	Strategic Alignment
(Facilities) Facilities Services (Renovation and Repair) - \$6,000,000	Funding supports critical facility renewal across campus, including HVAC/mechanical replacements, electrical infrastructure upgrades, roof and envelope repairs, and a large pool of reactive maintenance	Completed	<ul style="list-style-type: none"> Reduced equipment failure risk through widespread HVAC and electrical replacements Improved building reliability and VFD modernization Significant progress in addressing water intrusion and envelope deterioration Increased safety through lighting, access control, sidewalks, and structural repairs Reduced deferred maintenance backlog through \$2.8M+ reactive maintenance pool deployment 	<ul style="list-style-type: none"> Complete ongoing infrastructure and systems projects Move planned repair and upgrade projects into construction Reduce deferred maintenance 	<ul style="list-style-type: none"> Student Success and Access Elevate Reputation & Visibility
(Police) Two new patrol cars and refurbishment of the Go Trailer - \$310,000	Funding originally allocated for refurbishment of the Go Trailer and acquisition of two new patrol cars	Partially modified due to feasibility and partially completed	<ul style="list-style-type: none"> Funding was redirected to the purchase of two patrol vehicles, one patrol truck, a side-by-side utility vehicle, vehicle computer and camera equipment, in-car radio speaker system retrofits, and 32 hard body armor plates Enhanced campus public safety capability through fleet expansion, upgraded in-vehicle technology, and improved officer protective equipment 	<ul style="list-style-type: none"> Continue assessing fleet and equipment needs Prioritize replacement of aging public safety assets 	<ul style="list-style-type: none"> Student Success and Access Embody a Culture of Excellence

Part 1. Execution Accountability

FY25 Funded Initiatives: HEF Cont.

Initiative	Original Allocation Overview	Implementation Status	Measurable Outcomes / Early Indicators	Next Steps	Strategic Alignment
(Facilities) Landscape Crew Equipment - \$100,000	Funding supports the modernization and replacement of essential landscape and grounds maintenance equipment to improve campus appearance, efficiency, and operational capacity	Completed	<ul style="list-style-type: none"> Improved efficiency and productivity of landscape operations Enhanced ability to maintain campus grounds at a higher standard Increased reliability of equipment used for daily maintenance activities 	<ul style="list-style-type: none"> Prioritize replacement of aging assets Continue evaluating fleet and equipment lifecycle needs, replace aging or high-wear assets as needed, and ensure adequate resources to maintain consistent campus appearance standards 	<ul style="list-style-type: none"> Student Success and Access Elevate Reputation and Visibility Embody a Culture of Excellence
(IMC) Video and Photography Equipment - \$315,000	Funding supports modernization of university video production, photography, and digital content capabilities to enhance institutional communications, broadcasting, and media production capacity	Partially Completed/In Progress	<ul style="list-style-type: none"> Improved capacity for high-quality video production and photography services Expanded ability to support live and remote broadcasting Increased operational efficiency for communications and media production workflows. 	<ul style="list-style-type: none"> Continue evaluating emerging media production needs Refresh aging equipment on a lifecycle basis Expand capabilities to support growing demand for digital storytelling, live streaming, and university communications. 	<ul style="list-style-type: none"> Student Success & Access Elevate Reputation and Visibility



FY25 Reallocation

Finance and Operations

Hospitality & Auxiliary Services

- FY25 reallocated savings from dining halls utilities budget to cover maintenance cost/purchase prioritized new equipment defined on deferred maintenance plan
- FY25 reallocated funds to purchase merchandising trailer for off-site sales

People Operations

- FY25 HR reallocated funds from positions in compensation and onboarding to build the Employee Engagement team
- FY24, 25, & 26 HR moved funds from professional development programming (purchased fewer meals, snacks, beverages at training events) to increase in engagement activities including employee graduation recognition and institution-wide employee appreciation day recognition

Procurement and Business Services

- FY25 Moved \$19,000.00 from Student Wages to O&M for Jaggaer Consultant
- FY25 Emburse Enterprises Analytics package not covered by IT@SAM, \$18,236.46 as expected (includes integrations support)



Part 1. Execution Accountability

FY25 Keep–Stop–Start (KSS) Initiative Progress

Keeps:

1. Using data and feedback to continuously improve services (F&O)
2. Expanding services and programs to support students and employees (F&O)
3. Brand development (IMC)
4. Developing new SHSU website (IMC)

Stops:

1. Requiring approvals for redundant or immaterial items (F&O)
2. Outsourcing functions that are both more efficient and effective in house (F&O)
3. Waste by reviewing expenditures, resource usage, and processes (F&O)
4. Accepting projects unrelated to the strategic plan (IMC)
5. Conducting multiple rounds of content and creative reviews (IMC)
6. Allowing projects to be launched without preliminary consultation from IMC (IMC)

Starts:

1. Review of campus spaces (F&O)
2. Use of contract video and photography services (IMC)



Part 1. Execution Accountability

FY26 Funded Initiatives

1. HEF

- a. (Facilities) Facilities Services (Renovation and Repair) - \$6,000,000
- b. (Facilities) Gibbs Ranch - \$150,000
- c. (Police) Patrol Cars - \$212,000
- d. (Police) Motorola Handheld Radios - \$100,000
- e. (IMC) Equipment/Mobile Studio - \$150,000
- f. (IMC) Building Signage - \$250,000

Part 1. Execution Accountability

FY26 Funded Initiatives

Initiative	Original Allocation Overview	Implementation Status	Measurable Outcomes / Early Indicators	Next Steps	Strategic Alignment
(Facilities) Facilities Services (Renovation and Repair) - \$6,000,000	Funding supports campus-wide facility renewal projects focused on infrastructure repair, accessibility improvements, mechanical and life safety upgrades, and ongoing deferred maintenance	In Progress	<ul style="list-style-type: none"> Improved campus infrastructure reliability through completed and ongoing paving, drainage, electrical upgrades, building envelope repairs, and life safety system improvements across multiple facilities 	<ul style="list-style-type: none"> Continue advancing active construction projects and complete remaining renovation and repair work 	<ul style="list-style-type: none"> Student Success and Access Elevate Reputation and Visibility
(Facilities) Gibbs Ranch - \$150,000	Funding for proper maintenance and appeal for the facility and to purchase much needed assets	Completed	<ul style="list-style-type: none"> Improved overall appearance of facility to enhance enrollment growth and revenue growth 	<ul style="list-style-type: none"> Continue soliciting pricing Continued investment needed to enhance the learning experience at the MAC and Gibbs Ranch 	<ul style="list-style-type: none"> Student Success and Access Elevate Reputation and Visibility
(Police) Patrol Cars - \$212,000	Funding supports the purchase of replacement patrol vehicles to enhance law enforcement mobility, visibility, and field response capabilities across campus	In Progress	<ul style="list-style-type: none"> Improved operational readiness and field response capacity through updated patrol fleet assets designed to serve as mobile command and response units for officers 	<ul style="list-style-type: none"> Complete delivery and deployment of vehicles Remove or reassign aging fleet units Integrate new vehicles into daily patrol operations 	<ul style="list-style-type: none"> Student Success and Access Elevate Reputation and Visibility

Part 1. Execution Accountability

FY26 Funded Initiatives

Initiative	Original Allocation Overview	Implementation Status	Measurable Outcomes / Early Indicators	Next Steps	Strategic Alignment
(Police) Motorola Handheld Radios - \$100,000	Funding for the acquisition of next-generation Motorola handheld radios to improve first responder communication, interoperability, and campus-wide emergency response capabilities.	Completed	<ul style="list-style-type: none"> Significantly improved communication capabilities (radio frequency, Wi-Fi, and cellular fallback) Better coverage inside campus buildings where previously unavailable Cost savings by avoiding new tower construction or bidirectional amplification Faster response times and increased overall safety Interoperability with Walker County Sheriff's Office (shared location visibility) Upcoming mapping software will show real-time officer locations 	<ul style="list-style-type: none"> Complete full deployment of radios and finalize software integration 	<ul style="list-style-type: none"> Student Success and Access Elevate Reputation and Visibility
(IMC) Equipment/Mobile Studio - \$150,000	Funding for the purchase of a mobile studio, including a production van and photography and video production equipment	In Progress	<ul style="list-style-type: none"> Greater flexibility for campus-wide coverage 	<ul style="list-style-type: none"> IMC will continue refining workflows and utilization to ensure alignment with Strategic Plan priorities 	<ul style="list-style-type: none"> Student Success and Access Research and Academic Excellence Elevate Reputation and Visibility
(IMC) Building Signage - \$250,000	Funding supports replacement of outdated exterior building signage and implementation of updated university branding standards to ensure a consistent, modern campus identity that enhances wayfinding, recruitment, and institutional visibility	In Progress	<ul style="list-style-type: none"> Preliminary scope development and vendor engagement have been completed, including identification of priority replacement locations and initial fabrication and installation estimates Project planning is underway to align signage updates with institutional branding standards and campus visibility priorities 	<ul style="list-style-type: none"> Finalize vendor selection Confirm scope and pricing Begin phased installation starting with high-visibility campus locations Continued implementation will occur over multiple phases 	<ul style="list-style-type: none"> Student Success and Access Elevate Reputation and Visibility

FY26 Reallocation

Finance and Operations

Hospitality & Auxiliary Services

- FY26 Reallocated funds to purchase golf cart for KatPost
- FY26 Reallocated budget to support Kat Tracks requested increase

Procurement and Business Services

- FY26 Moved \$18,000.00 from Student Wages to O&M for Chrome River Consultant
- FY26 Unforeseen expense \$8,000.00 payment to Emburse Enterprises to add with USBank Travel and P-Card integration with BANNER
- FY26 Emburse Enterprises Analytics package, \$12,645.00
- FY26 Payment Works software increase \$2,500.00 over FY25 for cost of \$51,727.26

Police & Campus Safety

- FY26 Reallocated funds to purchase new radios
- FY26 Reallocated funds to cover a server upgrade for in-car videos and the installation cost for new in-car computer stands

Controller's Office

- FY26 Reallocated funds to cover the Touchnet Renewals amount by \$5,587
- FY26 Reallocated funds for the ORA portion of Cayuse
- FY26 Reallocated funds to cover the unfunded portion of the EnergyCap software



Part 1. Execution Accountability

FY26 Keep–Stop–Start (KSS) Initiative Progress

Keeps:

1. Continuing Offering and Expanding Kat Tracks (FBS)
2. Utilization of existing software to increase efficiencies (F&O)
3. Advancing the Brand: Developing the 2026 Marketing Plan (IMC)
4. Developing the SHSU website (IMC)
5. Support for enrollment (IMC)

Stops:

1. Sending individual timesheet reminders (Payroll)
2. Requiring additional round of VP and director approvals in BKB to close POs when the amount ended less than the original PO amount (Procurement)
3. Reduce the number of vehicles with full coverage (F&O)
4. Accepting projects unrelated to the strategic plan (IMC)
5. Conducting multiple rounds of content and creative reviews (IMC)
6. Allowing projects to be launched without preliminary consultation from IMC (IMC)

Starts:

1. Cataloging of F&O policies to ensure regular and timely review and updates (F&O)
2. Expanding multimedia communications (IMC)

Part 2. Strategic Resource Alignment

FY27 Budget Requests: Finance & Operations

1. Staffing – Three ORA positions (One Manager and two Accountants) - \$297,125

- In FY26, ORA underwent an intensive review by Internal Audit that highlighted the need for additional staffing to adequately provide services necessary to support the research functions at SHSU. These positions are currently positions that are housed at SHSU, but service SRSU. That agreement will be expiring and allows us the ability to move trained grant professionals back to SHSU to support SHSU needs and growth in the research enterprise.

2. HEF – Facilities & Police – \$8,600,000

- This investment in deferred maintenance, vehicles, and communication equipment is necessary to continue to protect the campus both in the physical buildings and the security of campus.

3. Facilities O&M – \$750,000

- Due to the increased square footage of additional buildings and price increases across the board, an O&M increase is needed for facilities to continue to provide consumable supplies, including preventative maintenance supplies.

4. Procurement O&M Jaggaer Autonomous AP – \$108,600

- This solution automates invoice review, GL coding, purchase order matching, duplicate detection, and compliance checks while reducing manual workload and lowering risk.

Part 2. Strategic Resource Alignment

FY27 Budget Requests: IMC

1. Discretionary advertising – \$250,000

- Discretionary advertising budget to be used to directly support on-time delivery of campaigns, web updates, and stakeholder communications. This is essential for IMC to respond quickly to emerging opportunities, promote key university initiatives, and support strategic priorities. It allows the team to deploy targeted campaigns, enhance visibility, and adapt messaging in real time to maximize impact.

2. Facility Branding Updates – \$250,000

- Continuation of updating all outdoor branding to new brand.



Part 3. Institutional Listening

In Progress

- Direct Pay BKB form with built in FO19 (People & Procurement Operations)
- Celebrate employee service years milestones (People & Procurement Operations)
- Decentralize the design of some department materials (IMC)
- Post-launch website stabilization & improvement (IMC)
- Expand social media presence (IMC)
- Student input needed for marketing campaigns (IMC)
- Continue expanding Kat Tracks (Controller)
- Clean/restore "Centennial Sam" (Facilities Management)
- Reduce Heritage Magazine duplicate mailings (IMC)
- Standardize department name change process (Controller/FPB)
- Reduce catering waste & help hungry Bearkats (People & Procurement Operations)
- F&O Guidebook (People & Procurement Operations)

Future Potential (Parking Lot)

- Additional employee education assistance/tuition waivers/reimbursement
- Standardized EAPF training/handbook
- Stop annual review changes so close to annual review deadlines
- Clarify process for "preapproved" IT purchases
- Evaluating up
- Eliminate religious holiday approval barriers
- Update/enhance phone call hold messaging
- Streamline IDOs/IDTs
- Reading Days should be off-peak parking days
- Improve pedestrian safety between parking garage and BSM

Under Review

- Employee gym
- Digital/interactive wayfinding kiosks
- Remodel key tracking system
- Upgrade time reporting system/workweek calculations
- Review ROI for university memberships
- Avoid unnecessary return of submitted items when further documentations is needed
- Reduce/eliminate non-Huntsville employees need to come to campus for keys/PCard/etc.
- POS system without hand-written receipts
- Launch student innovation challenges
- First-time faculty working before contract properly begins
- Recognition & reward for employee innovation
- Parking shuttles from Zone 3 and overflow lots
- Bearkat parade brigade
- Solar carports

Not Feasible

- Releasing W-2 earlier
- Expand coverage for employee dependent undergraduates
- University club dining & drinking establishment
- Reduce unnecessary interactivity with required training
- Track new net employees
- University-wide reorganization communication (VPs do this, not HR)
- More hybrid/remote work benefits
- Reduce PCP requirement
- Skeleton crew days should be earned time
- Non-Aramark options for on-campus catering

Part 3. Institutional Listening

Keeps:

- [Continue improving Office of Research service levels \(Budget request #1 F&O\)](#)
- [Maintaining Facilities and Safety Infrastructure \(Budget request #2 F&O\)](#)
- [Updating signage on buildings to the new brand \(Budget request #2 IMC\)](#)
- [More social media presence](#) (18 upvotes) (No cost)
 - This is already underway
- [Kat Tracks](#) (18 upvotes) (1 downvote) (Reallocation of funds)
 - Kat Tracks will continue; it was identified as a “Keep” last year
- [Decrease catering waste & help hungry Bearkats](#) (56 upvotes/voting disabled) (Limited cost through reallocation)
 - This has been implemented; work is ongoing
- [Investment in addressing deferred maintenance \(Budget request #3 F&O\)](#)

Starts:

- [Integration of autonomous AP \(Budget request #4 F&O\)](#)
- [Expansion of targeted advertising \(Budget request #1 IMC\)](#)
- [Direct pay form in BearkatBuy with FO19 included](#) (8 upvotes) (No cost)
 - The updated form is ready for implementation
- [Celebrating employee milestones](#) (42 upvotes) (Limited cost through reallocation)
 - Recognition will be based on calendar year service milestones at 5, 10, and 15 years (20-year begins presidential recognition)

Stops:

- [Duplicate Heritage mailings](#) (12 upvotes) (Decrease in cost)
 - Currently in progress to correct
- [Requiring handwritten receipts](#) (14 upvotes) (1 downvote) (No cost)
 - Controller/Budget will make sure everyone has a clear, standardized, published pathway to purchasing/obtaining/renting a POS system for their department