I. The duties and responsibilities of the Bursar’s Office are to receipt all university funds, transact and record all daily bank deposits, manage cash availability for other departments, provide a check cashing function for students, faculty and staff, consummate all transactions to student accounts, assess and collect the tuition and fees related to student accounts, complete the documentation and disbursement for two loan funds (ClOS and Perkins), refund excess student financial aid, collect from third parties, and manage the student identification system and produce the student and faculty/staff ID cards.

II. The Bursar’s Office of Delta State University strives to accommodate and serve our students, faculty and staff through accuracy, reliability and friendliness thereby creating an atmosphere of harmony and trust that spreads to the people we serve. We propose to achieve these objectives by acquiring additional training in customer service and technology, cross training, and establishing courteous and effective communication with our students and other departments at Delta State. We will also periodically review and modify all policies and procedures to ensure that all processes are focused on the student.

III. Major Departmental Goals for 2001-2002:

- Define the role of the Bursar’s position during this economic downturn: We improved accounts receivable collections by ensuring that past due accounts are turned over to a collection agency in a timely manner. We also decided to place some of our Perkins loan collections with a new agency, Williams and Fudge. Jerry Taylor, our Perkins Loan Administrator, seems to be pleased with the service we are receiving. We did investigate the possibility of outsourcing our billing; however, due to some circumstances beyond our control (illness of Facts Management representative), we were unable to pilot the program. The participation of the Bursar in the Enrollment Services Management Task Force helped to present the Bursar’s Office in a more positive light as far as our concern for the student. The Bursar’s Office does not want to be viewed only as “debt collectors.” Instead, we would like to be viewed as helpful in assisting our students in overcoming financial barriers in order for them to achieve their goals. The Bursar was unable to attend trainings as originally hoped, but has been able to stay abreast of latest innovations and technologies through list serves and magazines such as NACUBO.
Interaction with Mr. Robert Huber, the one-card consultant, has also assisted in acquiring information on national trends regarding colleges and universities.

- **Enhance the quality of relationships with other departments and students to promote customer service and improve the image of the Bursar’s Office:** The Bursar’s Office is now selling and collecting funds for parking decals and collecting and receipting the payment of parking fines. This assisted the Police Department in a problem with cash security. We also worked with the Library when there was cash disappearing from their copiers. We assisted Student Health Services by creating a cash deposit form to enable them to make timely deposits. Student identification cards (IDs) and parking decals were distributed during summer orientations to help eliminate the lines typically experienced during the first week of school. This past year, we moved the ID printer and equipment to Ewing so that the pictures could be made at the students’ convenience. We also refunded checks through the mail, eliminating lines for loan checks that are now electronically posted to the students’ accounts. We encourage the use of Pipeline by the students during orientation and also when we speak to students on the phone. All hall directors were given typed instructions so that they could also assist the student attempting to access their student account. The Bursar’s web page has been updated each semester with pertinent information.

- **Improve the technological abilities and knowledge of the Bursar’s staff:** Each staff member is now required to attend a minimum of three (3) Information Technology Service’s trainings. All four full-time employees exceeded this requirement (see attachment). There has been some cross training accomplished, but it is not sufficient to eliminate a crisis if one employee is out for an extended period.

- **Research, organize and plan for the implementation of a one-card system:** A consultant, Mr. Robert Huber, was hired to facilitate the research and implementation of a one-card system. The task force was formed, and teams were organized to gather information for the preparation of a needs assessment. The needs assessment is being compiled by Mr. Huber. My greatest obstacle this past year was that I was unable to acquire additional help from a work study student to assist me in the project.

IV. **Innovations or Improvement Efforts:**

- **Shared Network:** The Bursar’s Office now has its own shared network which is accessible by all our office employees. This network has allowed employees to eliminate such manual processes as the “Insufficient Check Notice” being typed and also hand writing envelopes. The “Insufficient Check Notice” is now a form that only the fields that are necessary are
accessed and completed, then the form is printed on the laser printer instead of typed manually. Envelopes are now also typed, appearing much more professional than the handwritten ones. Collection letters and past due letters are also forms accessible on this drive. Employees may now also access a “Request for Leave” form and “Course Request” forms. The employees have benefited in time saved because of the shared network.

➢ Prepayment Days: This was the first year that the Bursar’s Office implemented the prepayment days concept. We only offered this to our students during the fall semester because the University’s returning from Christmas holidays prevents us from offering prepayment days in the spring semester. The prepayment days were the three working days before the fall registration day. We encouraged parents to call and pay via credit card or check card and also to make payment arrangements over the phone to prevent the student from standing in line during the first days of school. This worked really well for us this year.

➢ Scheduled Bills: This was actually the second year that we used the Scheduled Bill format of Banner for billing; however, we tweaked the process by adding the “Yes or No” attendance statement. We have had an excellent response by other departments because we were able to delete students from their classes before the classes began. This has prevented Financial Aid from disbursing funds to students who are not attending. Of course, there will always be the student who does not respond. The Registrar’s Office also reported that students called when they received their bills and informed the Registrar of errors on their schedule. These errors were corrected before the student arrived on campus. The Bursar’s Office does have to deal with a deluge of phone calls during the period immediately after the mailing of bills.

➢ Refund Request: After discussions with the Financial Air Director, the decision was made to allow the student to request refunds. In the past, the refunds were all done at one time. The burden was placed on the employees to make sure the requests were made according to Title IV requirements.

➢ Moving the Identification System: During orientation, we moved the identification system to Ewing so that we could take ID pictures of the students attending orientation without them having to come to the Union and stand in line during their free periods. We located a secured room large enough to accommodate the students and the system. We left the system there from June through July. Other students (very small in number) were inconvenienced only slightly because of the move. We feel that if we post hours that IDs will be made, other students can come to Ewing during that time. The plus was that it was less confusing for the orientation students, approximately 552 totals.
V. Departmental Goals for 2002-2003:

VI. Institutional Goals:

VII. Performance Measures:

VIII. Additional Resources Needed:

➢ Goal #1: To utilize current technology by updating the following processes: automatic refunding of excess financial aid, computerizing invoices of third party contracts, offering direct deposits to students’ checking accounts and computerizing the collection of charges for the child care development center.

Institutional Goal #6: Optimize the effective use of technology in support of the education process.

Performance Measures: We can measure the efficiency of the automation of these processes by comparing the time spent on manual processes to the time spent on the automated processes.

Additional Resources Needed: The automatic refunding and third party contracts are readily available and only require the Bursar’s staff receiving additional training from Banner and/or research by the employee. Using Banner to automate the child care development center involves setting up detail codes and taking the time to set up individual accounts for the parents whose children are in child care. Our current banking relationship has discussed the possibility of direct deposit refunds to students’ checking accounts; however, we are waiting on the Payroll Department to furnish us with an electronic data printout so that the compatibility with the bank’s system can be researched.

➢ Goal #2: Improve customer service to our students and the Delta State departments we serve by acquiring additional training regarding Perkins Loans, piloting an outsourced payment plan with various options, and acquiring additional training in customer service.

Institutional Goals #12 and #13: Provide administrative services and auxiliary enterprises (student housing, bookstore, food services, etc.) which are effective and efficient in the support of the institutional mission. Provide opportunities for the professional and personal development of staff.

Performance Measures: The performance measurements for this goal are the actual number of trainings attended and courses that are successfully completed. The performance measurement for the outsourcing of payment plans is the number of students we have that participate in the pilot.
Additional Resources: Travel for the Perkins Loan training is needed because this training is not available on campus. There are several conferences a year that offer training in the area of loans. The trainings offered by Delta State’s ITS department are free, but I do need part-time staff during these trainings. Customer service training has been more difficult to locate. The plans are to work with our Continuing Education Department to procure such training. Most companies who offer the outsourcing of payment plans to universities will train staff and pay for the pilots at no additional cost to the school.

➢ Goal #3: To seek additional funding for the university during this time of budget crisis by researching the current refund on tuition policy and by researching the possibility of charging interest on outstanding debt.

Institutional Goal #12: Provide administrative services and auxiliary enterprises (student housing, bookstore, food services, etc.) which are effective and efficient in the support of the institutional mission.

Performance Measures: The revenue acquired through the current refund policy can be compared to the potential revenue of a new refund policy which may include no refunds on tuition and/or fees at an earlier date. The interest on outstanding debt can be compared to the current service charge revenue on installment plans.

Additional Resources: The time for research is the only additional resource needed. This time may come from dedicating a work study student to the research.

➢ Goal #4: To ensure that all processes carried out by the Bursar’s Office are focused on the student by evaluating and having documented all policies and procedures and by cross training employees so that services to the student and/or other departments will not be interrupted.

Institutional Goal #12: Provide administrative services and auxiliary enterprises (student housing, bookstore, food services, etc.) which are effective and efficient in the support of the institutional mission.

Performance Measures: A policies and procedures manual for the Bursar’s Office and a training manual which provides detailed instructions of all processes and tasks performed by the Bursar’s Office.

Additional Resources: Additional training of computer skills is needed to carry out this goal. Training is also needed in written communication.
IX. **Personal Career Goals:**

- Obtain a Certified Public Accountant License.
- Successfully implement the beginning of a process reengineering program at Delta State University.
- Find a doctoral program suited for my professional interests.
- Pursue the possibility of an Internal Auditor's position at Delta State University that will ensure that the process reengineering concept becomes a continuous commitment.
Teresa L. Houston, Bursar: Chair-Elect, Administrative Staff Council.
Enrollment Services Task Force.
Facilitator of Campus Banner Users’ Group.
Project Manager for the All-Campus Card Project.
Chaired the committee for Legislative Day in the Fall of 2001.
Instrumental in building working relationship with Mississippi Valley State University during their implementation of Banner.

Marcia Hunter, Student Accounts: Attended the Mississippi Banner Users’ Conference in Biloxi, MS in March of 2002.
Attended Banner 5, “Entering Information” training.
Attended Banner 5, “Navigation” training.
Attended Banner 5, “Querying Information” training.
Attended “Netscape E-mail” training.

Barbara McKnight, Cashier: Attended Banner 5, “Entering Information” training.
Attended Banner 5, “Navigation” training.
Attended Banner 5, “Querying Information” training.
Attended “Netscape E-mail” training.

Attended Banner 5, “Navigation” training.
Attended Banner 5, “Querying Information” training.
Attended “Netscape E-mail” training.

Attended Banner 5, “Navigation” training.
Attended Banner 5, “Querying Information” training.
Attended “Netscape E-mail” training.
Attended “Purchase Requisitions” training.