NUI Galway

Strategic Development Plan for the Bursar’s Office 2015-2020
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Who We Are

NUI Galway is one of the most successful higher education institutions in Ireland. Recognised nationally and internationally as a research-led University, it has a distinguished reputation for teaching and research excellence. Irish language and culture, as well as volunteering and community outreach, play a strong role in the student experience. The University has over 2,600 staff and the student body of over 18,000 students is the most diverse in Ireland. NUI Galway’s Strategic Plan Vision 2020 lays out its strategic vision for the next 5 years.

The Bursar’s Office is responsible for the overall Financial Planning and Financial Management of the University and provides shared services including strategy and governance; statutory reporting, audit and taxation; all financial transactions and investments; systems of internal control; financial analysis, budgeting and decision support.

This document “Strategic Development Plan for Bursar’s Office 2015-2020” sets out the important role of the Bursar’s Office in achieving the University’s ambitions.

The Bursar’s Office plays a vital role every day in empowering success across the campus and we know that high expectations are set for us. We look forward enthusiastically to working together in partnership with all our colleagues to achieve the University’s Vision 2020.
Mission, Vision & Values

**OUR MISSION**
To provide secure and sustainable financial environments in which the University will flourish.

**OUR VISION**
A proactive, results-orientated team of professionals and executives who work in collaboration with our local, national and international colleagues and offer excellence in operational and strategic financial management in support of the achievement of the University’s *Vision 2020*.

**OUR VALUES**

- **Ambition**
  We share a drive for excellence and work with confidence to achieve our common purpose.

- **Creativity**
  Inspired by our past achievements we will further develop our services in line with emerging best practice through innovation, automation and skills development.

- **Impact**
  Our engagement and actions will make a meaningful difference to the success of the University’s mission.

- **Collaboration**
  The heart of our approach is partnership.

- **Integrity**
  Ethical Behaviour, Transparency and Accountability are core beliefs and are highly important to us.
To realise our ambitious vision, the Bursar’s Office has identified the following four key themes and developed its plan around them.

1. **Financial Governance**
2. **Service Quality and Customer Satisfaction**
3. **Strategic Financial Management**
4. **People and Skills**

In the following pages we set out what we will do and how we will measure our success.
Financial Governance

Strategic Development Plan for Bursar’s Office 2015-2020
We Will

- Manage Recurrent and Capital Expenditure Accounts to ensure that they remain appropriately balanced and support the long term viability of the University.
- Expand Financial Risk Management Systems to ensure that emerging opportunities as well as risks are appropriately monitored, fully understood and actioned where appropriate.
- Further develop our current suite of financial policies, systems and procedures in line with best practice.
- Significantly improve our systems and processes to better support overall financial governance.
- Incorporate the Financial Planning & Financial Management of Shannon College of Hotel Management (SCHM) & St Angela’s College Sligo (SACS) into the University.

Measures of Success

- Annual review of all financial policies.
- Revised IP and Commercialisation Policy.
- New Code of Governance for Subsidiary companies.
- Successful implementation of accounting standard FRS102.
- Provisions of the Companies Act 2014 fully implemented for companies owned and controlled by the University.
- Revised policy and automated systems for the management and administration of part-time assistance payments.
- New Strategic Financial Risk Register.
- Enhanced Fixed Asset Register and Asset Tagging System.
- Due Diligence process for the incorporation of SCHM & SACS.
- Successful integration of financial planning & financial management systems for SCHM & SACS.
- Improved documentation and follow up systems for billing and collection of Capital funding.
- Documented cross functional roles, responsibilities and accountabilities for Strategic Financial Management & Leadership.
- Revised policy and procedures in respect of Capital Projects including funding and financing.
Service Quality and Customer Satisfaction
We Will

- Ensure that we are more responsive to customer needs and develop our services to better support them.
- Commit to improving our processes through a programme of cyclical reviews and the introduction of LEAN methodologies.
- Actively monitor service quality & customer satisfaction and develop related KPI’s.
- Work with colleagues to ensure that approved resourcing levels are consistently maintained in order to appropriately support service delivery.
- Improve customer confidence in and accessibility to financial information systems.

Measures of Success

- Expand customer feedback arrangements including online surveys and focus groups.
- Improved systems, processes and automation for fees, procurement, payroll, scholarship and research activities.
- New suite of KPI’s for assessment of customer satisfaction levels.
- Shorten timelines for filling approved and funded staff vacancies.
- Provide additional customer supports including improved websites, frequently asked questions, user interfaces, training etc., to aid customer understanding and use of financial systems functionality and reporting.
- Improved reporting timelines for availability of Annual Audited Financial Statements.
- Significant development and enhancement of mission critical financial systems including Fee Billing & Accounts Receivable, Procurement to Pay and Hire to Retire.
- Improved decision support services based on the development of data warehousing.
- More user friendly reporting formats including enhanced graphical interfaces and dashboards.
- Significant enhancement of Budget v’s Actual reporting including greater automation of research cost statements.
- See also other measures included within the Financial Governance, Strategic Financial Management and People & Skills sections.
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Strategic Financial Management
We Will

- Actively engage in the development and introduction of value and efficiency programmes including sectoral shared service initiatives
- Develop detailed Financial Plans for each year to 2020, which support the achievement of the University’s ambition outlined in its Vision 2020
- Revise Resource Allocation Model (RAM) to better target and incentivise activities that create value and support more efficient and effective use of existing resources
- Revise capital planning models to ensure optimum costing, funding and financing of each project
- Document and communicate the roles and responsibilities of budget holders for financial planning and management of their areas

Measures of Success

- New financial models to incentivise Colleges and Schools to maximise income from changing student profiles
- Revised Resource Allocation Model
- Revised investment strategies to enhance overall returns
- All programme pricing structures reviewed in line with market conditions
- Balanced recurrent budgets achieved annually
- Sustainable financial model for SCHM & SACS
- Balanced budgets for capital projects in line with approved funding timelines
- Revised suite of KPIs to monitor achievement of financial targets
- New trend analysis, long range planning and benchmarking models implemented
- New Capital Financing Model including long-term borrowing for self-funded strategic projects
- Comprehensive review of all budgets and related value propositions
- More strategic partnering with major budget holders focused on value generation
People and Skills

Strategic Development Plan for Bursar’s Office 2015-2020
People and Skills

We Will

- Commit to high standards of service and performance and empower our staff to fulfil their potential and foster personal and professional well-being
- Develop a formal skills development strategy and invest in targeted training and development programmes
- Support the further development of our professional, specialist and high performing teams
- Recognise outstanding individual and team performance
- Continue to develop bilingual services and maintain linguistic networks

Measures of Success

- Skills Development Strategy
- Competency frameworks to support recruitment, workload modelling and staff development
- Co-ordinated training and development programmes mapped to both available and required skills
- Uptake of training opportunities
- Provide opportunities for staff who complete a training programme, to take responsibility for a related project putting their newly acquired skill to use in their working environment
- Annual consultation process with staff to identify their training needs and development
- Systems of recognition for outstanding performance
- Opportunities for staff to ‘cross train’ within the Bursar’s Office
- Training courses tailored to individual and team needs including smaller training classes, one-on-one classes and expert workshops
- ‘How to Manuals’ available for each job role
### Summary of Strategic Programmes by Strategic Development Theme

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