## Office of the Treasurer Strategic Plan
## Dashboard of Benchmarks and Progress

### TCNJ Mission Statement

The College of New Jersey, a nationally recognized public institution founded in 1855 as the New Jersey State Normal School, is a primarily undergraduate and residential college, with targeted graduate programs. Grounded in the liberal arts, TCNJ's personalized, collaborative, and rigorous education engages students at the highest level within and beyond the classroom. TCNJ believes in the transformative power of education to develop critical thinkers, responsible citizens, and lifelong learners and leaders. The College empowers its diverse students, staff, and faculty to sustain and enhance their communities both locally and globally.

### Division Mission Statement

The Office of the Treasurer is responsible for the College's strategic financial planning, including investments and debt management, internal controls, accounting, budgeting, procurement services, student accounts and payroll. We strive to execute our fiduciary responsibilities effectively by engaging in continuous business process improvement and by providing a wide array of value-added and customer-centered support services for students, faculty, staff and external constituents.

### Strategic Plan | Priority V: Achieve a sustainable financial model that allows the College to realize its vision while maintaining quality and affordability for the students it serves.

In an increasingly competitive higher education environment, development of new sources of revenue and prudent management of existing financial resources are equally important to the long-term financial health of any institution. To ensure the financial sustainability of TCNJ's mission, programs, and operations, the College will grow targeted enrollments and diversify sustainable revenue streams, while implementing budget strategies to match resources with priorities.

# Creating a Sustainable Financial Future

**TOP DOWN**

**BOTTOM UP**

## Mission, Vision, Values and Strategic Priorities

## Financial Sustainability

### 1 Grow Revenues

- Campus units will become more engaged in the process of identifying sustainable revenue generating initiatives

- TCNJ will move towards a campus defined by an **Incentive-Based Budget Model** (versus an incremental budget model)

### 2 Control Expenses

- We will review academic and administrative processes to identify organizational efficiencies

- Engage key constituents campus-wide to identify sustainable cost containment/avoidance strategies

### 3 Resource Allocation

- Ensure that we are undertaking "**Growth by Substitution**" by allocating our limited resources towards TCNJ's highest institutional priorities

- Continue to build multi-year financial plans that integrate capital and operating budgets priorities

# Strategic Plan Implementation: Priority V

| Goal 1: Build a multi-year financial plan that integrates capital and operating budgets to support institutional priorities | | | | |
|---|---|---|---|---|
| **Action Steps:** | **Results:** | **Implementation** | | **Comments** |
| | | Status | Direction | |
| **1A**. Develop a multi-year operating and capital budget cycle, along with key financial performance indicators. | Multi-year financial plans and KPIs developed. Presented to Trustees and various governance groups. | 🟢 | ⬆️ | Financial plans are refined as needed – see: https://public.tableau.com/profile/kiara.mayhand#!/vizhome/FinancialDashboard10-4-19/FinancialDashboard |
| **1B**. Conduct a debt capacity/affordability assessment to guide future borrowing. Revise the debt policy and refinance debt to ensure long-term financial sustainability. | Confidential debt affordability assessment completed by Moody's and S&P and shared with the Trustees. Revised debt policy approved by the Trustees and in FY2017, bond refinancing resulted in significant debt service savings over five years. | 🟢 | ⬆️ | Approximately **$23 million** in debt service savings over 5 years (FY2017 through FY2021). |
| **1C.** Conduct Debt Enterprise Risk Management Deep Dive assessment | ERM Deep Dives results presented to the BOT for majority of the initial risks that were identified. Continue to update the key deep dives annually. | 🟢 | ⬆️ | ERM deep dive efforts are intended to provide a holistic evaluation of the select risks to better identify the direction, mitigation, and to further imbed risk management into day-to-day activities of the College. |
| **1D.**  Invest in Oracle Financial Cloud Technology | Partnered with the CIO and Vice President for Human Resources to implement Oracle Cloud Financials, HCM and Budget Planning modules. Phase 1 went live January 2020 and Phase 2 target for April 2020. | 🟢 | ⬆️ | Oracle Cloud Financials and Budget offers a broad suite of modules and capabilities designed to empower modern finance and deliver customer success with streamlined processes and increased productivity. |

| Action Steps | Results | Implementation Status | Direction | Comments |
|---|---|---|---|---|
| **1E**. Enhance Performance Assessment – Develop Executive Strategic and Financial Performance Dashboards. | Develop an Executive Reporting Dashboard to track key financial performance indicators. | 🟢 | ⬆ | Implemented Tableau https://public.tableau.com/profile/kiara.mayhand#!/vizhome/FinancialDashboard10-4-19/FinancialDashboard |
| **1B**. Support comprehensive budget decisions, ensuring that up-front investments & ongoing costs are considered and addressed for all strategic initiatives. | Established base level funding allocation for strategic and one-time projects (minimum = 2% of operating budget). Develop multi-year strategic investment budget plan. | 🟢 | ⬆ | BOT approved the 2% base allocation. FY2018, FY2019 and FY2020 budgeted allocations =$6.3M or 2.9%, $6.1M or 2.7%, and $6.9M or 2.9% respectively. |

## Goal 2: Reallocate resources to address strategic priorities

| Action Steps: | Results: | Implementation | | Comments |
|---|---|---|---|---|
| | | Status | Direction | |
| **2A**. Clarify strategic budget priorities and be disciplined in strategic allocation of resources. | Examine the entire portfolio of available campus resources & activities to appropriately consider trade-offs when determining strategic investments. | 🟢 | ⬆ | ALLFUNDS Budget Model implemented. Strategy-Focused Budgeting Process Cycle to be adpoted. |

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| **2B.** Engage in cost containment/ cost avoidance | Implemented campus-wide cost containment **"Operational Excellence"** project. Finance and Budget Planning Council to play an integral role in this effort. | 🔺 (yellow triangle) | ⬆ (green arrow) | Annual cost containment and revenue enhancement target of **$1,350,000** established and success tracked proposals and success via TCNJ Cost Savings Dashboard: https://ccre.tcnj.edu/ |
| **2C**. Recommend that the governance review consider modification of the membership of the current Finance and Budget Planning Council to increase transparency and broaden input to the budget process | Modification of the Budget and Planning Finance Council membership completed. | 🟢 (green circle) | ⬆ (green arrow) | See Link: https://ccre.tcnj.edu/ |
| **2D**. Develop an incentive-based budget model that promotes student success and encourages innovation and entrepreneurship. Current operating model = Incremental-based Budgeting. | Engaged Huron Consulting to assist with the initial analysis of an incentive-based budget model.<br><br>Key stakeholder groups (Cabinet, Deans, Finance and Budget Planning Council and CSPP) will be invited to participate. | 🔺 (yellow triangle) | ▬ (yellow bar) | Explore with the key stakeholder groups the implementation of incentive-based budget model during Fiscal Year 2021. |
| **2E**. Promote and incentivize cross-divisional collaboration for cost savings and revenue generation. | Develop new revenue sharing models with the departments (i.e. indirect cost recovery, off-site partnerships, etc.) | 🔶 (red diamond) | ▬ (yellow bar) | RN-BSN off-site programs net revenue sharing model may be used as a template. |

| Symbol Key | | | |
|---|---|---|---|
| Status Symbol | Description | Direction Symbol | Description |
| ● | Goal Met or Exceeded | ⬆ | Performance improved from the previous FY |
| ▲ | In Progress | ▬ | No Change from previous FY |
| ◆ | Goal Not Achieved | ⬇ | Performance decline from previous FY |