

Name: \_\_\_\_\_

**STATE OF SOUTH CAROLINA  
FRANCIS MARION UNIVERSITY  
POSITION DESCRIPTION/EMPLOYEE PERFORMANCE EVALUATION FORM FOR  
UNCLASSIFIED EMPLOYEES**  
*(To be used for Administrative Staff, Executive Compensation Employees, Academic  
Administrative Staff, Professional Librarians, and Coaches)*

Name	Performance Review from:	Performance Review to:
1	March 1, 2015	February 29, 2016

University Title	Class Code/Slot/Position No.	Date Assigned to Current Position	State Employment Date
Vice President for Business Affairs	UC04/0001/121484	July 16, 2001	April 1, 1996

**PLANNING STAGE ACKNOWLEDGMENT**  
*(This section is to be completed as your Planning Stage)*

Rater/Supervisor: \_\_\_\_\_ Date: \_\_\_\_\_

Reviewing Officer: \_\_\_\_\_ Date: \_\_\_\_\_  
N/A

My Planning Stage and Combined Position description have been reviewed with me.

Employee: \_\_\_\_\_ Date: \_\_\_\_\_

**Section 1**

**Briefly describe your management functions as they related to your agency's overall mission. What is the primary purpose of your position?**

The Vice President for Business Affairs reviews and ascertains that sufficient financial resources are in place by providing quality business leadership for the University. Provides an administrative institutional support structure to enable the institution to accomplish its mission. The primary purpose of this position is to maintain the financial stability and integrity of the University as it delivers educational services to those who avail themselves.

Advises the President on the overall management of all college fiduciary matters in fiscal planning, revenue projections, pending processes, investments, and audits. Acts as the college resource person in the analysis and projective modeling of tuition revenue projections, state FTE reimbursement formulae, and donations. These analyses are provided to offer reasonable alternatives in the utilization of funds in university budgets.

Supervises all business practices of the college to ensure compliance with all appropriate laws and procedures. Provides leadership for increasing the efficiency and efficacy of all business operations of the university including the university bookstore, dining services, and housing and in evaluating out sourcing of services and activities of the business offices.

Provides direction to the Physical Plant Management. This includes the renovation and development of new facilities, custodial services, maintenance of all facilities and grounds maintenance.

Provides direction for the procurement and distribution of materials and services supporting the university's operations.

Provides the President with analyses of projected funds, last year budget's strengths and weaknesses, develops alternate models for optimal use of revenues and in the University's budget. Participates in the development of predictive models for enrollment, revenues and expenses collaboratively with the VP for Administration. Assists the President in the preparation, review, and administration of the university's budget.

Serves as a member of the President's Cabinet and works collaboratively with the other Vice Presidents and leaders in college development to further the mission of the university. Provide weekly updates on current work tied to the Office of Business Affairs and reports on completion of proactive and reactive work from the previous work.

Will teach one course per term in appropriate discipline.

Ensures compliance with all GASB, FASB, and GAAP standards.

Provides financial and accounting assistance to the Foundation as requested.

Ensures all accounting procedures and processes are as technologically advanced as practical.

Ensures the Bookstore and Dining Services add value to the University.

Provides management of debt service funds, federal funds and gifts. Administers the establishment of internal control policies and procedures. Executes the direct lending of federal funds granted under the University's Federal Perkins Loan Program.

Develops and manages the sale and operation of public bonds issued by the university.

Supervises program compliance and financial audit management. Provides adjustments to ensure continued compliance with all financial and legal standards and develop plans to correct any shortcomings discovered in audits.

Supervises the University Safety/Security Program for the University. The Campus Police Department at the University is staffed with officers who are certified police officers in the State of South Carolina. Campus Police supervises the EMP on campus, which provides ambulance services on campus and in the community. Supervises the operation of the university's Traffic Committee.

## Section 2

**Briefly describe the major end results toward which the efforts and activities of your position are directed.**

To ensure that all of the financial resources available for the university are used in an optimal manner to enable complete fulfillment of the university's mission and to maximize the efficiency of the services provided to all aspects of the university's programs and offices. To guide all offices and services of the Office of Business Affairs in the development of standards modeled on private corporations to ensure maximal utilization of funds.

**Section 3**

**Essential and Marginal Job Functions of Position Description**

**Performance Level = P (1,2,3,4); Weighted Level = W (Your weighted points will be 95 for Essential Functions and 5 for Marginal Functions)**

#	Essential Job Functions and Success Criteria	P	W
1	<p><b>Essential Job Function:</b>                      Completes the Position Description/Employee Performance Evaluation for employees supervised and handles other personnel matters appropriately and effectively.</p> <p><b>Success Criteria:</b>                      Ensures that the Position Description/Employee Performance Evaluation is submitted in an accurate and timely fashion for each employee being supervised; ensures that employees are kept abreast of appropriate policies and procedures; and ensures that the policies and procedures are followed.</p>	4	5
2	<p><b>Essential Job Function:</b>                      Directs University financial services including all Controller and Treasurer functions. Plans recommendations of policy and ensures the planning, design, and implementation of related systems, procedures, operations, and internal controls are accomplished. Reviews and approves all University financial statements.</p> <p>Develops and maintains accounting systems and procedures to ensure compliance with current GASB (Governmental Accounting Standards Board).</p> <p><b>Success Criteria:</b>                      Ensures agency conformance with generally accepted accounting principles and reporting requirements of federal, state and local agencies; keeps abreast of changes in external and internal reporting requirements; supervises the preparation, analysis and interpretation of annual and interim financial reports to assist both internal and external users in decision-making; approves personnel staffing for agency financial systems; provides training, guidance and direction in financial and systems responsibility to institutional staff.</p> <p>Deploys appropriate cash management techniques; ensures adequate funds are available to support daily operations while investing funds for the greatest possible return as allowed by guidelines of the Office of the State Treasurer.</p>	4	15
3	<p><b>Essential Job Function:</b>                      Directs the responsibilities and duties of Auxiliary Services (Dining Services and the Patriot Bookstore).</p> <p><b>Success Criteria:</b>                      Ensures the director is planning, organizing and directing the total food service operation of the University to include the full-service dining hall, catering, entertaining, cafe, and food cart operations. Develops and implements master plans and budgets in accordance with the overall goals and mission of the University.</p> <p>Ensures the director is supervising and directing the activities of the Patriot Bookstore. Establishes policies and procedures for daily store management. Responsible for textbook operation. Responsible for all financial reporting and all year-end inventory procedures.</p>	4	15

4	<p><b>Essential Job Function:</b> Directs and supervises all functions related to Financial Services.</p> <p><b>Success Criteria:</b> Performs executive-level duties in planning and directing the fiscal affairs of the university, including the budget process, contracts and grants, long term financial planning, impacts of, and required tuition/fee increases, and other financial information as required.</p> <p>Responsible for ensuring prudent debt management for the University. Determines the timing, amount, and structure of bonds to be issued.</p> <p>Ensures proper coordination with appropriate state agencies on fiscal and physical plant matters.</p>	4	15
5	<p><b>Essential Job Function:</b> Directs the supervision of all functions related to the Physical Plant.</p> <p><b>Success Criteria:</b> Ensures appropriate planning, design, construction, maintenance, repairs and renovation of buildings, grounds and equipment is accomplished. Also, ensures proper planning, design, construction, maintenance, and operation of utility system.</p> <p>Works with administration and faculty to develop programs responsive to customer needs. In conjunction with Physical Plant management, works with State Engineer and other approving authorities, and with architects, engineers, and contractors to implement programs.</p> <p>Ensures budget preparation and compliance for the Grounds Maintenance, Building Maintenance, Custodial, Motor Pool, and Physical Plant administrative departments.</p>	4	15
6	<p><b>Essential Job Function:</b> Directs the supervision of all aspects of Campus Police.</p> <p><b>Success Criteria:</b> Ensures Campus Police is properly staffed to effectively plan, direct and execute the University's Campus Police departmental responsibilities. Responsible for the overall Campus Police department which initiates policies and procedures for criminal investigations, crime prevention, and safety programs; policies for parking and parking enforcement; traffic and crowd control policies and procedures; safety/security measures for all campus buildings in accordance with OSHA, State Fire Marshal, etc. regulations; schedules programs and activities for the Campus Police Staff; all campus alarm systems - fire and burglar; analyzes systems and implements changes as needed. Establishes and implements emergency plans for control of disturbances on campus; i.e. bomb threats, fires, etc.; establishes and monitors departmental budget.</p>	4	15
7	<p><b>Essential Job Function:</b> Ensures an effective and accountable Purchasing Department.</p> <p><b>Success Criteria:</b> Ensures that well trained procurement professionals are available and carry out the department's responsibilities. These responsibilities include the Central Purchasing Department, the Property Control System, University Store, and the Warehouse/Vending operation, and ensuring compliance with applicable regulations and record retention requirements.</p>	4	15
8	<p><b>Essential Job Function:</b></p> <p><b>Success Criteria:</b></p>		
<b>TOTAL WEIGHTED POINTS FOR ESSENTIAL FUNCTIONS</b>			<b>95</b>

#	Marginal Function	P	W
1	<p><b>Marginal Job Function:</b> Assists the President with special tasks as they occur. Performs related duties.</p> <p><b>Success Criteria:</b> Uses time effectively and efficiently in accomplishing those tasks that are not required on a regular basis. Displays interest and enthusiasm in performing other related duties. Motivates by creating an organizational environment or climate where employees can perform. Meets agency affirmative action goals in such areas as hiring, promoting, or placement; level of personal and organization commitment to equal opportunity; progress toward achieving a fully integrated and representative work force; and contribution toward minority programs and other social/economic equal opportunity goals.</p>	4	5
<b>TOTAL WEIGHTED POINTS FOR MARGINAL FUNCTION</b>			<b>5</b>

#### Section 4

#### **What are the primary sources of requests for your services?**

To formulate procedures and direct their implementation that ensures a delivery of services while safeguarding the financial integrity and stability of the University.

- a. University Budget
- b. Audit compliance certification
- c. Reporting to external bodies
- d. All fiscal activities
- e. Long term capital financing
- f. Maintenance of all plant buildings
- g. Bond Funds
- h. Risk Management, including property, crime, and liability insurance
- i. Auxiliary activities

This involves direct contact and interaction with the following individuals. This list may not be all-inclusive.

- a. University President
- b. University Department Heads
- c. University Employees
- d. University Students
- e. State Budget Office
- f. Commission on Higher Education
- g. University Business Officers from other Higher Education Institutions – both from in state and from out-of-state
- h. Legislators
- i. Board of Trustee Members
- j. State Treasurer
- k. University Budget Committee

#### Section 5

#### **Describe the authority you exercise in fiscal matters, personnel matters, and all other matters relating to your area of accountability.**

To supervise and control all fiscal matters relating to the on-going operation of the University. To determine operational fiscal policy for the University. To develop all budget recommendations. To provide fiscal information on all University personnel decisions. These are decisions residing with the Vice President for Administration, the Deans, Chairs, Provost, and President.

**Section 6**

**List statistical data that provides indications of the magnitude of the activities for which you are accountable.**

To be responsible for the accounting allocation, budget adjustments and the ultimate distribution of all funds in accordance with federal and state regulations.

Current – Revenue	\$67,508,516
Current – Expenditure	\$60,631,734
Auxiliary Services – Revenue	\$1,166,683
Estimated Number of purchase requisitions and orders	3,500
Total University personal services and fringe benefits	\$39,852,105
Federal, State, Local and Other Contracts and Grants	\$9,279,966
Total Assets (Capital, Plant, etc.)	\$94,129,065
Pell Grants	\$9,681,865
Revenue Bonds Outstanding	\$7,405,000

As of June 30, 2014

**Section 7**

**Briefly describe the principal challenges encountered in your position.**

To arrive at and maintain a sufficient fund balance in all fund accounts in order to deliver or assist with the delivery of services to fulfill the objectives of the University. To provide sound, firm, consistent, fair, solid, reasonable, and ethical financial management. To maintain a high level of professionalism among staff. To provide an efficient and conducive means for providing services in accordance with federal, state, and University policies and procedures. To update the financial, materials, and procedures of the Office of Business Affairs to meet current real time on-line systems.

**Section 8**

**What aspects of your job require the greatest attention? Indicate approximate percentage of time required.**

- |    |  |     |
|----|--|-----|
| 1. | Oversee University Budget and receipt and disbursement of funds  | 50% |
| 2. | Develop financial simulations for all aspects of revenue, expenditures and projections.                                      | 10% |
| 3. | Ensure continual optimal operation of all university physical facilities, university services, and business-related offices. | 10% |
| 4. | Oversee all compliance activities  | 5%  |
| 5. | Evaluate all fiscal matters and decision-making  | 10% |
| 6. | Work with employees and supervisors to create a teamwork environment and participative management style.                     | 15% |

**Section 9**

**What educational credentials, special licensing, special formal training or prior work experiences are required for your position at entry?**

A MBA or MPA from a regionally accredited institution is required.

Five years of upper level, administrative and supervisory experience in the management of fiscal resources in either the public or private sector is required. Experience in one or more of the following areas: budgeting, accounting, plant construction, operations, and entrepreneurial operations. The preferred candidate will have knowledge/experience with public fiscal operations in the State of South Carolina.

A thorough working knowledge of accounting processes for large public or private entity with prior experience at the upper managerial level. Advanced study of finance, accounting or management would be very helpful. Familiarity with the higher education environment would be extremely beneficial. Experience in reporting to a Board of Directors/Trustees would be of significant value.

**Section 10**

**Give any additional information you believe would help someone better understand your position.**

The departments that are under my supervision are quite diverse in their function and role and thus require an overall understanding and sensitivity and the ability to evaluate and establish priorities as circumstances warrant. A full understanding and appreciation of the University's system of shared governance is of value in assisting the faculty leadership deal with budgetary issues.

**Section 11**

**Supervisory Responsibilities**

If this position includes supervisory responsibilities, please indicate the class title and number of positions of the three highest-level subordinates.

#	CLASSIFICATION TITLES OF THREE HIGHEST LEVEL SUBORDINATES	#
1	Eng/Assoc Eng IV	1
2	Law Enforcement Officer IV	1
3	Procurement Manager II	1
4	Accounting/Fiscal Manager II	2
<b>Number of Employees Directly Supervised</b>		<b>5</b>
<b>Total Number Indirectly Supervised:</b>		<b>122</b>
		<b>127</b>

**Section 12**

**Job Requirements**

1. Must be able to communicate via telephone for incoming and outgoing calls and in person 100% of the time.
2. Must be able to read, analyze and interpret computer printouts and documents 100% of the time.
3. Must be able to align computer paper in the printer 15% of the time.
4. Must be available for travel to meetings or overnight conferences 5% of the time.
5. Must be able to interpret personnel policies and procedures 100% of the time.
6. Must be able to move boxes of paper weighing as much as 30 lbs. 25% of the time.

Name:

**Section 13**  
**PERFORMANCE CHARACTERISTIC**  
(This section shall be rated as "A" Acceptable or "U" Unacceptable)

#	Characteristics/Definition	A	U
	<b>Characteristic:</b> Promoting Equal Opportunity  <b>Definition:</b> Meets agency affirmative action goals in areas such as hiring, promotion, or placement; level of personal and organization commitment to equal opportunity; progress toward achieving a fully integrated and representative work force; and contribution toward minority programs and other social/economic equal opportunity goals.	✓	

**Section 14**  
**Performance Objectives**

Performance Objectives are optional for all employees. If a rater/reviewer elects to represent a specific objective of a special non-recurring project nature to be accomplished during the rating period, this may be accomplished by adding an attachment to this document, which must be signed and dated by both the rater/reviewer and employee. If this action is taken, no more than 10 weighted points can be used for the objective.

The difference in weighted points would be deducted from the essential functions in order to maintain an overall total of 100 weighted points. Each objective shall be rated in the evaluation stage based on the four levels of performance.



Name: \_\_\_\_\_

**Section 15**  
**Summary and Improvement Plan**

1. Identify the employee's major strengths, giving examples as appropriate.

*Continues to carry out his responsibilities in a thorough, competent and professional manner. He is knowledgeable in all aspects of his job and exercises affirmative leadership over the departments and divisions within his charge.*

2. Describe in detail this employee's areas needing improvement and how these areas can be improved. (Identify and describe in detail the performance areas that require immediate attention and identify the professional development activities that the employee should undertake to address these concerns.)

*- None -*

3. Describe in detail what this employee has accomplished this past year, which was above and beyond what was expected.

- Continue Planning and Developing the University's Master Facilities Plan;*
- Maintain Oversight of the University's Budgetary, Financial and Accounting Processes;*
- Sustain the University's Physical Facilities;*
- Oversee construction of the Health Sciences Facilities;*
- Supervise the procurement and contractual services processes; and*
- Provide oversight for the FMU police department.*

**Section 16**  
**Appraisal Results**

Substantially Exceeds     Exceeds     Meets     \*Below

\* A comprehensive justification/documentation for an overall below performance requirement (B) must be provided. This is work that fails to meet the success criteria of the job. This rating must be accompanied by a "Written Warning" which can be obtained from the Human Resources Office.

