

# Service Delivery at Iowa State University

## Finance Service Delivery FY2024 Annual Report

### Prepared for:

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### Executive Summary

Fiscal year 2024 (July 1, 2023 – June 30, 2024) marked the fifth year for the Finance Service Delivery structure at Iowa State University. As the university recovered from the challenges of the COVID-19 pandemic, financial operations returned to, and in some cases exceeded, pre-pandemic performance levels.

Finance Service Delivery experienced continued year-over-year improvement in customer satisfaction and saw sustained transactional performance and efficiency.

### *Higher ServiceNow volumes and a sustained increase in customer satisfaction*

For the fifth consecutive year, Finance Service Delivery saw an increase in customer satisfaction. Satisfied or very satisfied customer responses have increased consistently each year from 88% in FY20 to 96% in FY24 [See chart]. 98% of respondents stated that their concern was accurately addressed, and 99% of respondents felt that their interactions were personal, professional, and courteous.

Service Now volumes increased to a high of 126,637, yet the average days to complete those transactions remained consistent at 0.5 days. While Workday transaction volumes were down to 470,839 after a peak volume in FY23 (510,527), the average days to complete those transactions remained consistent at 4 days.

### **Key accomplishments**

#### **Finance**

#### Employee and Leadership Support

- In July 2023, the Accounts Payable Team was established to provide support to ensure invoices for goods/services are properly processed according to all applicable University rules and regulations.
- In January 2024, a Finance Service Delivery Director was hired to lead the team and establish a consistent organizational structure for the Associate Vice President across all units supported by this position.

- Associate Vice President for Finance supported the University as Interim Senior Vice President for Operations and Finance from December 2023 through June 2024.
- In June 2024, a specialized position for Procurement and Expense support was created using existing resources. This floater position allows for coverage in both short and long-term absences across the Finance Service Delivery team.

Professional Development

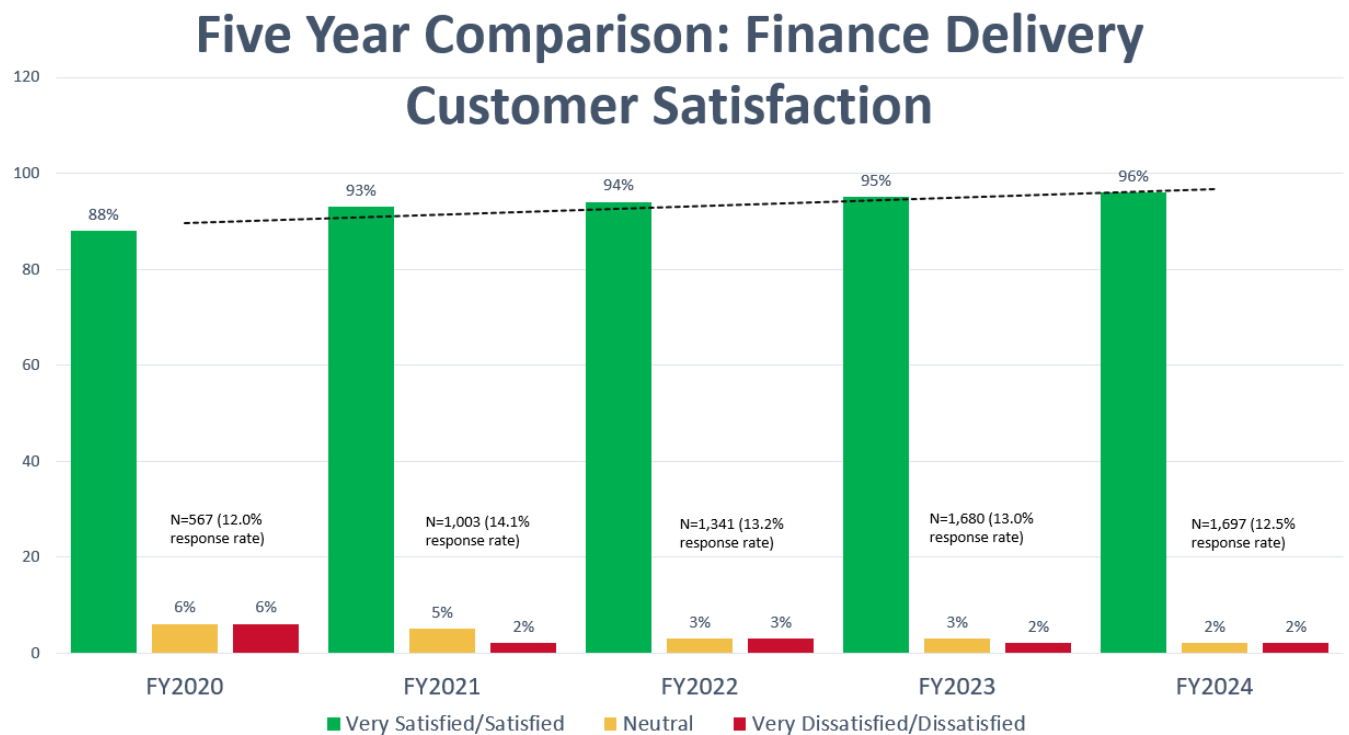
- Finance Service Delivery conducts Employee Development Institutes (EDIs) twice per year for all employees (approximately 100 individuals). The November 2023 EDI focused on Strengths-Based Leadership and direct problem resolution. The May 2024 EDI focused on mindfulness and professional etiquette.
- A Leadership Development Institute, held December 2023, focused on direct problem resolution and coaching/performance management

Candex

- Collaborative efforts with Procurement led to the implementation of Candex, a third-party payment company, for electronic payments. Individuals register with their banking information allowing for efficient electronic payments.

Recurring Supplier Invoices

- Recurring supplier invoices were introduced into Workday. Recurring supplier invoices allow for the creation of scheduled payments (supplier invoices) to a supplier on a recurring frequency (weekly, semi-monthly, monthly, etc.). Facilitating timely payments for participant stipend disbursements.



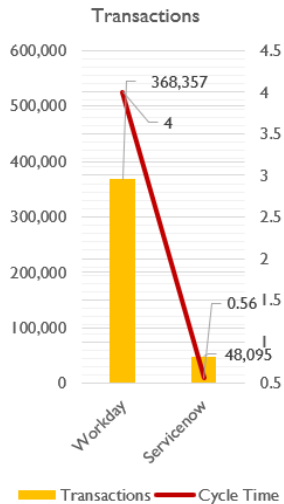
**FY23 Key Performance Indicators (KPIs)**

Category	Key Performance Indicator	Finance July 1, 2023 – June 30, 2024
<b>Campus Satisfaction</b>	Customer Satisfaction Survey	1,697 responses in FY24 (12.5% response rate) <ul style="list-style-type: none"> <li>• 96% satisfied/very satisfied</li> <li>• 2% neutral</li> <li>• 2% dissatisfied/very dissatisfied</li> </ul> 99% felt that the interaction with FSD was personal, professional, and courteous 98% felt the question was accurately addressed
<b>Service Delivery (SD) Employee Engagement</b>	Voluntary attrition and internal turnover	15 FIN employees left in FY24 (15%), up from 6 in FY23 <ul style="list-style-type: none"> <li>• 4 employees left for promotional positions within ISU</li> <li>• 4 employees left due to retirement</li> </ul>
	Employee Engagement	2024 Survey average result of 4.07/5.00 <ul style="list-style-type: none"> <li>• Down slightly from 4.22 in 2022.</li> </ul>
<b>Operational Efficiency</b>	Transactions processed per FTE	Workday: 5,605 ServiceNow: 1,507
	Transaction processing times (aggregated at unit/service team level)	Workday FIN Transactions <ul style="list-style-type: none"> <li>• 470,839 transactions</li> <li>• Avg Days to Complete: 4 days</li> </ul> ServiceNow Incidents <ul style="list-style-type: none"> <li>• 126,637 assigned to FIN</li> <li>• Avg Days to Resolution: 0.5 days</li> <li>• Avg Opened per Day: 346.9</li> </ul>
	Number of re-opened resolved ServiceNow cases	135,489 total incidents and resolved <ul style="list-style-type: none"> <li>• 1.65% (2,236) reopened once</li> <li>• 0.15% (198) reopened twice</li> <li>• 0.01% (17) reopened three times</li> <li>• 0.01% (7) reopened four times</li> </ul>

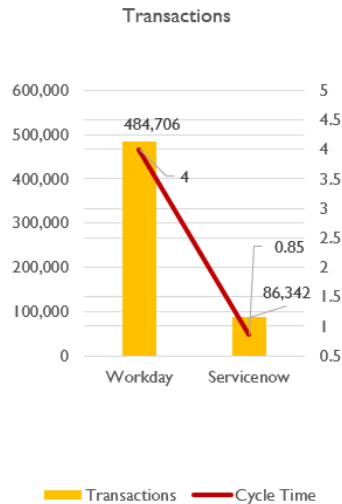
## Year Over Year Comparison: Customer Service

# Four Year Comparison: Fin Delivery

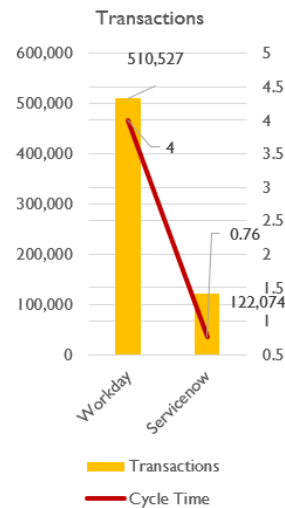
**FY 2021**



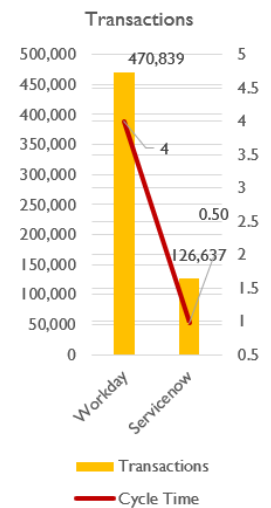
**FY 2022**



**FY 2023**



**FY 2024**



## FY25 Priorities

The following priorities for FY25, July 1, 2024 – June 30, 2025, were developed in alignment with the respective unit's strategies and priorities.

### Employee Engagement Survey Action Plan

- The team has recently completed our third employee engagement survey. Average result across the team of 4.06/5.00. The most significant opportunity relates to communication and the question, "When the organization makes changes, I understand why." Leaders met with teams to create action plans for both the overall unit and individual teams, which will be prioritized in FY25. The unit action plan aims to strengthen communication within Finance Service Delivery to keep employees informed while establishing feedback channels for continuous improvement. Key goals include:
  - Review existing tools and survey employees to identify communication challenges and gaps.
  - Create a structured plan outlining key messages, appropriate channels, and regular updates to keep leadership engaged.
  - Continuously gather employee feedback, measure communication effectiveness with KPIs, and update strategies as needed.

### Graduate Student Waivers

- With the implementation of Workday Student, Finance Service Delivery specialists will process graduate student waivers, streamlining the application of tuition and fee awards for graduate assistants.

#### Accounts Payable Automation

- With the implementation of Auditoria, an AI-based finance automation software, our Accounts Payable team will submit supplier invoices with greater accuracy, reduce processing time, and streamline customer inquiries, improving overall service delivery.

#### Professional Development

- Fall 2024 EDI and LDI topics - Crafting Your Future, Exploring the difference between leadership and management and rollout of employee engagement survey results and development of action plans.

#### Onboarding Task Force Committee

- The task force aims to create and implement a standardized onboarding process that effectively integrates new Finance Service Delivery specialists. Key goals include:
  - Conducting a needs assessment to identify specific competencies required for success in each specialist role.
  - Designing a customized onboarding curriculum and schedule.
  - Pairing new hires with experienced team members for guidance.
  - Implementing tracking mechanisms to evaluate new hires' progress and performance during onboarding.
  - Collecting feedback from new hires and stakeholders to identify areas for improvement.

### **Advisory Committee Sunset and Campus Engagement**

Following five years of continuous improvement in service delivery for both Finance and Human Resources and the relationships built with campus partners, Finance and Human Resources service delivery leadership believe that engagement with campus partners is best conducted directly versus through an advisory committee. To enhance already existing relationships, both associate vice presidents of the respective service delivery organizations will seek to deepen the existing relationships and create a more continuous feedback loop.

Through this effort, the commitment made to Iowa State University by the service delivery teams will be maintained and enhanced through more direct, reciprocal relationship with campus constituent groups, including but not limited to: Faculty Senate, Professional and Scientific Council, Department Chairs Council, Deans Council, Provost Council, Operations and Finance administration, Student Affairs administration, and the Provost office.

Annual reports regarding the performance of each service delivery organization will continue to be published on the organizations' respective websites, and key initiatives will be communicated through Inside Iowa State and other channels as appropriate.

As a result, the services of the advisory committee members will no longer be required. We greatly appreciate the work of present and past advisory committee members and humbly thank them for their service.