These two words sound simple but often times we get mired in the way we used to do things. It’s comfortable because we’ve done it that way and it worked. Consolidation of Kennesaw State University (KSU) and Southern Polytechnic University (SPSU) has brought us into a new dimension of change that is rocking our worlds and awakening us to great opportunity.

President Papp is leading us on an aggressive charge forward and there is no time to stand still, dig in, or retreat. Our business of higher education is dynamic, not static. Each of us must commit to making every action count toward moving the new university closer to a successful reality. I encourage you to use your knowledge and expertise to evaluate new technologies and procedures. Use past lessons learned to Go Forward!

The Office of the AVP for Operations has embraced the mantra of Go Forward! and is in the process of better aligning or organizing departments as the official consolidation date approaches in January 2015. Here are the highlights:

**Office of Financial Services**

Dawn Gamadanis has been selected as the Assistant Vice President for Financial Services and will provide direct leadership for the Office of Finance and Accounting (OFA/Controller), Office of Budget and Planning (OBP), and the Office of Procurement and Contracting (OPC). She is spotlighted in a separate article within this newsletter. Once the KSU/SPSU consolidation is approved (January 2015), the Office of Financial Services department name will change to the Office of Financial Management (OFM).

**Environmental Health and Safety**

Stephen Ndiritu is serving as Interim Director of and continues to do an excellent job providing technical expertise and leadership for campus environmental and occupational safety (EOS). After consolidation, the Interim Director of Environmental Health and Safety (EHS) will report directly to the AVP for Operations. Check out Stephen’s article to learn more about the Environmental and Occupational Safety Management System (EOSMS) and the University Safety Council.

**Marietta Campus Operations**

Kasey Helton, currently the SPSU Director for Campus Services, will assume a role of greater responsibility after consolidation as the Assistant Vice President and Director for the Marietta Campus Operations (MCO). She’ll be responsible for ensuring the efficient day-to-day operation of the 7,500 student, Marietta campus of Kennesaw State University.
Introducing the New Assistant Vice President for Financial Services

Dawn Gamadanis, the Director for Office of Budget and Planning (OBP), has been named the Assistant Vice President for the Office of Financial Services (OFS) at Kennesaw State University (KSU). Until consolidation approvals are in place, she also continues to serve as Director of the OBP.

As Dr. Randy Hinds, KSU Vice President for Operations, Chief Business Officer (CBO) and Chief Information Officer (CIO) announced on April 10, 2014:

The AVP for Financial Services position has been on the books since the departure of the previous AVP for Financial Services but unfilled as the money associated with it was used for other priority hiring actions. With the consolidation I have decided it was the appropriate time to reactivate the position. Dawn will also continue to serve as the Director of Budgeting & Planning.

In this new role, Dawn has embraced the challenge of managing and leading the primary finance teams of the consolidated university including the OBP, Office of Finance and Accounting (OFA), and Office of Procurement and Contracting (OPC). With 22 years higher education leadership experience and a proven track record in the areas of budget, finance and administration, she has exhibited outstanding ability to manage multi-million dollar budgets and develop successful financial strategies to advance strategic initiatives, absorb major state reductions and identify cost savings.

To reflect this organizational change and the leadership and vision Dawn brings to our team, once the KSU/SPSU consolidation is approved (January 2015), the Office of Financial Services department name will officially change to the Office of Financial Management (OFM). At that time, Dawn will also be handing off leadership of OBP to Rai Sookram, who currently serves as Associate Director of OBP.

Dawn has a solid track record at KSU and within the University System of Georgia (USG) forging strong team and relationships; establishing cooperation; and building group consensus. She understands President Papp’s vision and creates a collaborative environment for the financial team to accomplish the goals of that vision.

Over the last 18 months, Dawn began developing and presenting the University’s financial common operating picture (FCOP) on a quarterly basis for executive management, including the Cabinet and the President’s Planning and Budget Committee (PPBAC). The FCOP provides overall financial transparency along with the financial stability of the university including cash flow analysis; debt ratio projections; fixed costs analysis; reserve balances and projections; budget forecasts; and funding projections for both short-term and long-term objectives. Dawn is a key financial advisor as we work toward the consolidation of KSU and Southern Polytechnic University (SPSU). She is a member of the Consolidated Implementation Committee (CIC), and leads as a co-chair of two consolidation working groups—one charged with making recommendations for tuition and fees for the consolidated university and a second group charged with developing and merging the two university’s financial budgets into one.

Committed to helping the greater good of higher education, Dawn did an amazing job of chairing the University System of Georgia (USG) Budget Issues Committee (BIC), a committee charged with addressing systematic issues related to budget management and reporting across the USG.

During her spare time, Dawn enjoys spending time with her husband and daughter; hosting family cookouts and game nights; hiking and running with friends; volunteering in the community along with her daughter; and enjoying play time with her three dogs.

I welcome Dawn to her new role of greater responsibility and look forward to the financial innovation she will bring to our university!
Welcome to the Kennesaw State University (KSU or the University) Office of Financial Services (OFS or Financial Services). As the new Assistant Vice President for Financial Services, I wanted to take a moment to reintroduce you to the departments within the OFS and the major functions of each. Financial Services includes the Office of Budget and Planning (OBP), Office of Finance and Accounting (OFA) and the Office of Procurement and Contracting (OPC).

Office of Budget and Planning

OBP is responsible for developing, monitoring and maintaining the university’s budget and department’s individual budgets. The office, through collaboration with KSU Enterprise Information Management (EIM), provides department chairs with regular online financial reports to adequately manage their budgets, monitor their expenses and track their personnel services. OFS is also responsible for providing routine quarterly financial updates to President’s Cabinet and the President’s Planning, Budget and Advisory Committee (PPBAC). In addition, the office is responsible for reviewing financial budgets on all new academic program requests; assisting in development of mandatory fee requests and premium price program tuition requests; assisting in development of five year business plans for auxiliary and student activity units; and coordinating the year-end funding process.

Office of Finance and Accounting

OFA includes the Controller and three primary units, Accounting Operations; Bursar’s Office; and Reporting and Compliance. Accounting Operations is responsible for all accounts payables, which includes payment requests and travel reimbursements. The primary responsibility of the Bursar’s includes management of all accounts receivables; disbursement of student refunds and student billing; and management of collections. Reporting and Compliance is responsible for most of the financial reporting including preparation of the University’s Annual Financial Report (AFR) and other functions such as monitoring agency accounts, asset management, tuition classification and vendor registration.

Office of Procurement and Contracting

OPC is the central purchasing authority for procuring of goods and services for the University and for ensuring that all purchases are made in accordance with applicable laws and directives. This office is the primary contact for determining the best method of solicitation. Additionally, this office is responsible for issuance and oversight of the purchasing card (P-Card).

To obtain more information on the division and individual departments, please visit our website at: http://www.kennesaw.edu/financialservices/. Also, look for updates and other news including training opportunities through KSU Inform and the Money Measures newsletter.

As we approach consolidation we are ready and excited to work collaboratively to provide financial management solutions that meet the University’s needs. To reflect our organizational changes and vision, once the KSU/SPSU consolidation is approved (January 2015), the Office of Financial Services department name will change to the Office of Financial Management (OFM). We welcome the opportunity to meet with the KSU division and department heads to discuss areas where we can provide better assistance.
Planning the Seed$  
*Budget and Planning News*

**FY15 Budget**

Rai Sookram, Associate Director  
*Office of Budget and Planning*

The Kennesaw State University (KSU) Education and General (E&G) FY2015 budget of $284.3m is $13m or 4.7% higher than the FY2014 budget. The E&G budget excludes capital, auxiliary and student activities. The two major components of the budget are tuition revenue of $120.4m and state appropriation of $84.7m.

State appropriation peaked in FY2009 at $92.0m. The recession and resulting decline in state revenues led to a decline in state funding for higher education over the last ten years. Over this time period tuition revenue increased from $47.8m in 2006 to $120.4m in FY2015, an increase of 151%, driven by higher tuition rates and, to a lesser extent, enrollment growth. This is a national trend with colleges having to increase tuition rates to compensate for a reduction in state funding. The sharp increase in tuition rates has accelerated longer term trends of reducing college affordability, increasing student debt levels and shifting costs from states to students.

Colleges must either cut spending, raise tuition or both to cover the gap.

The chart below shows the level of state allocation and tuition rates since FY2006 and the gap between state funding and tuition revenue.

Over the last ten years tuition per full-time equivalency (FTE) increased 82.7% from $2,997 in FY2006 to $5,477 in FY2015. During this same time frame, state funding per FTE decreased 11.2% from $4,333 in FY2006 to $3,850 in FY2015. KSU is reacting to the reduction in state funding by focusing on efforts to boost in-state, out-of-state and international enrollment and to implement operating efficiencies. The efforts to boost enrollment includes developing a Strategic Enrollment Plan (SEP) with help from consultants from Noel-Levitz.

Looking forward, the methodology on how the state allocates funding to the various universities within the system will change. Currently a formula funding methodology is used and this is driven by enrollment.

Starting in FY2016 the University System of Georgia (USG) Board of Regents (BOR) will initiate a performance based funding methodology to allocate funds. The metric to be used will include retention, progression, graduation with potential bonus points for critical fields, pass rates, first generation learners and special populations (low income and non-traditional). The belief is that this new way of funding will not change the shift away from the decreasing state support for the universities.

### KSU State Allocation and Tuition Rates

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<th>Year</th>
<th>State Allocation ($m)</th>
<th>State Allocation per FTE</th>
<th>Tuition per FTE</th>
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<td>FY06</td>
<td>69.1</td>
<td>4,333</td>
<td>2,997</td>
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</tbody>
</table>
Counts Bean$  
*Finance and Accounting News*

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**Student Refunds and Student Debt**  
*Rita Adams, Bursar  
Office of Finance and Accounting,  
Bursar’s Office*

Last Fall 2013, the first round of student refunds at Kennesaw State University (KSU) totaled $29 million for 11,000 students. While it may be interesting to note the average refund amount was $2,600, nearly half (4,589) were greater than $2,600 and the largest refund amount was $29,194. The student refund process in general begs the question, “Are we an institution of higher learning or a bank?!”

Consequently, institutions nationwide have made financial literacy and student loan debt awareness a priority. Ron Day, KSU Director of Financial Aid, offers the following statistics for FY14 and also says his office now makes it a point to counsel and caution students on the use of student loans.

**Aggregate Data on Student Loan Debt at KSU**

Total by classification (in parenthesis below) include all students. The average and the median are for those in each classification who have student loans.

- **Freshman (6,238)**  
  - average debt = $6,785  
  - median debt = $5,500
- **Sophomore (5,593)**  
  - average debt = $10,916  
  - median debt = $9,500
- **Junior (5,398)**  
  - average debt = $17,189  
  - median debt = $15,500
- **Senior (6,671)**  
  - average debt = $25,032  
  - median debt = $23,500
- **Graduate (2,068)**  
  - average debt = $40,809  
  - median debt = $32,500

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**OwlPay Payment Request**  
*Mindy Woosley  
Office of Finance and Accounting,  
Accounts Payable*

The Accounts Payable team has received great reviews from end-users about the ease and functionality of OwlPay, the payment request system developed earlier this year with the assistance of KSU’s Enterprise Systems and Services (ESS). For instance, during drop-in sessions offered to end-users, a requester stated “Wait, that’s it? It’s so easy to use!” Another requester stated “It’s very simple and the processing time is fast.”

**New Features**

- **Vacation/Alternate User Rule:** Once a vacation rule is set up in PeopleSoft/ePro, it also flows through to OwlPay. See the Office of Procurement and Contracting (OPC) Job Aid EP 7: Setting up Your Vacation/Alternate User Rule.
- **Requester Status Reports:** On the Requester’s tab there are now three reports available:
  1. View All My OwlPay Requests
  2. View My Submitted OwlPay Request
  3. View My Approved OwlPay Requests
- **Line Item Approvals:** First department (budget owners) and second department approvers (business managers) who are setup in PeopleSoft/ePro now automatically route for speed charts on all line items in an OwlPay request.
- **Inter-company (aka inter-agency) Payments:** You can now request processing of inter-company payments without producing an actual check. The inter-company payment is created when a

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**Travel at KSU**  
*Rochelle Gross,  
Office of Finance and Accounting,  
Travel*

KSU has successfully utilized our Travel Management System (TMS/Concur) for an entire fiscal year (ending June 31, 2014). Through Concur, KSU employees have completed travel requests; airfare, hotel and rental car reservations; and expense reports... all in one place. Since Concur is web-based, KSU travelers and approvers have easy and timely access to their travel-related tasks. There is even an app for that!

**TMS/Concur** has also eased the burden for KSU travelers to use less of their own money for out-of-pocket expenses while waiting for reimbursements for pre-trip expenses such as airfare and rental cars. KSU travelers should always refer to the Travel Decision Matrix at http://www.kennesaw.edu/finance/files/traveldecisionmatrix.pdf to ensure they following the preferred method for travel expenditure payments.

**Travel Drop-In Sessions**

By popular demand, we continue to offer drop-in sessions to assist with any specific travel and TMS/Concur questions you may have. No advance enrollment or registration is required for these sessions, so feel free to stop by with your questions. Drop-in sessions are scheduled every Friday in EB140 from 9:30 am – 10:30 am, currently through 12/19/2014. Check the schedule for updates and future sessions on our website at: http://www.kennesaw.edu/finance/accounting/traveldropinsessions.html.

**Owl Trek News**

To keep KSU travelers up-to-date on travel-related news and system
The Benefits of Early Procurement Involvement

Laura McMillan, Director
Office of Procurement and Contracting

Why is early purchasing involvement important? *Because... it is what’s best for the University.*

The Kennesaw State University (KSU or the University) Office of Procurement and Contracting (OPC) is ethically and legally charged to be good stewards of our public funds. The policies and procedures we have in place are structured to support the mission of higher education and to comply with the authority of the State Purchasing Act and the Georgia Procurement Manual (GPM).

The GPM states that “all purchases made by a state entity should be based on competitive bidding whenever possible.” Additionally, if it is reasonably foreseeable that a purchase requirement will value $10,000 or greater (per KSU’s Competitive Solicitation Policy; the State’s bid threshold is $25,000), KSU may use an existing statewide or agency contract (if available), piggyback on another agency’s contract, or must contract via competitive bidding procedures.

As a state government entity, there are many purchase requirements and procedures that must be considered before moving forward with a procurement action. Those requirements are not intended to confuse or hinder department end-users, but rather to ensure transparency of operations and to deter favoritism and malfeasance. It is very important to remember that the OPC team is available to assist you in navigating the process(es).

**How does Procurement help?**

- We help you avoid incurring personal liability
- We help you avoid negative publicity
- We help ensure an open process in compliance with laws, policies, and procedures; and, depending on the type of purchase, considerations must be made surrounding:
  - Compliance
  - Competitive Bidding Rules
  - Cooperative Procurement Opportunities
  - Insurance/Risk Assessment
  - State Sales and Use Tax
- IT Approval (institution and BOR level)
- Construction/Capital Project procurement rules
- Contractor/Professional Service License requirements
- Individual Services/Independent Contractor
- Printing, Copyright, or Trademark
- Legal Review
- Attorney General Opinion(s)
- Georgia Correctional Industries (GCI)
- Georgia Enterprises for Products and Services (GEPS)
- Lease/Purchase of Goods
- Contingency Planning
- We help ensure cost controls in obtaining reasonable prices
- We encourage competition to the greatest maximum feasible degree, provide fair access to vendors to small dollar purchases, and maintain flexibility to minimize administrative hardship whenever possible
- We maintain internal control procedures and maintenance of purchase orders and agency contracts
- We make purchases on behalf of the University with appropriate delegated signature authority
- We are responsible for maintaining all records relating to the procurement process. The file must be a complete record that tells the “who, what, why, when, where, and how” of the procurement transaction

**What are the benefits of getting Procurement involved early?**

- Objectives of the purchase requirement are better defined;
- The various activities that must be undertaken regarding policy and procedure considerations can be

*continued on page 9*
Campus Buyer Partner Teams...Success!

Ruby Patton, Assistant Director
Office of Procurement and Contracting

At what juncture you engage your procurement sourcing partners matters. Initiating communications with the Office of Procurement (OPC) sourcing team as early as possible ensures that end-users and stakeholders follow required procurement procedures.

First and foremost, the department’s OPC Buyer Partners should be engaged in the process up-front and before a supplier has been selected. Improved upfront communications between departments and their assigned buyer partners has already resulted in better sourcing experiences and supplier management on campus.

Kaleem Clarkson, Kennesaw State University (KSU) Operations Manager for the Center for Excellence in Teaching and Learning (CETL) expressed his satisfaction with the newly-implemented and strategic OPC Buyer Partner Program, offering the following feedback:

"With the amount of policies and procedures required to correctly operate our departments/units, the concept of having a buyer partner assigned to us was much needed and just pure genius. I no longer have to stress about following the right procedure and can now focus on getting the job done."

KSU, the State of Georgia, and the Board of Regents (BOR) have clearly defined ways of properly buying goods and services. Engaging the OPC Buyer Partners earlier in sourcing projects is crucial in ensuring policies, procedures, and other criteria are met, as required by the State, KSU, and the BOR. These criteria include:

- Was proper documentation requested and retained based on the type of purchase required for the goods or services needed?
- Was competitive bidding used properly, based on KSU’s Competitive Solicitation Policy?
- Where competitive bidding was not used, were criteria met for exempting a purchase from competitive bidding?
- Were supplier(s) selection made in accordance with published selection criteria?
- In instances where a lower scoring or higher priced supplier was selected for an RFQ or RFP, is there documented justification and acceptable approval of the selection?
- Do any relationships exist between any successful bidders and the individuals who participated in the award process?

The key to effective purchasing for KSU is careful and early planning and communications with your OPC buyer partners!

The OPC Buyer Partner assignments by division and department are posted on our website at: http://www.kennesaw.edu/procurement/files/opcpartners.pdf.

Whenever you have questions or require assistance with purchasing and contracting, please contact the OPC at:

Office of Procurement and Contracting
T: 470.578.4355
E: purchasing@kennesaw.edu

A Taxing Issue

Pam Barnes, P-Card Program Manager
Office of Procurement and Contracting

Kennesaw State University’s (KSU’s) Purchasing Card (P-Card) Program is used as a primary method to pay for small dollar products and/or services that are being purchased with institutional funds to further institutional business purposes. The use of the P-Card enhances efficiency from beginning to end by delegating payment responsibility for small dollar items to the P-Card user and allows payments to be made without the need for various transactions and paperwork (e.g., purchase requisitions, purchase orders, receiving processes, invoice receipt, and payment processing). However, there are still resource costs involved with auditing 100% of KSU’s P-Card transactions, which results in violation processes, administered by the Office of Procurement and Contracting (OPC).

During Fiscal Year 2014, KSU’s P-Cards had approximately 180 transactions involved in paying sales and use tax. Cardholders are responsible for ensuring that sales tax is not charged when making a purchase. If inadvertently charged sales tax, the cardholder is responsible for contacting the supplier and requesting a sales tax credit (cash and checks are not allowed, the credit must be applied back to the P-Card). Sales tax violations ultimately cost KSU money in that our cardholders spend time and resources requesting refunds from the suppliers, following through

continued on page 8
$hopping Cart
Procurement and Contracting News (continued)

A Taxing Issue
continued from page 7

on such requests to ensure receipt of the owed credit, or if credit cannot be obtained, the cardholder may ultimately be required to reimburse the University. The State of Georgia, Department of Administrative Services (DOAS) State Purchasing Division (SPD) is responsible for the State’s P-Card Policy and Statewide Program. DOAS/SPD policy references the Official Code of Georgia (O.C.G.A.) and specifically states:

O.C.G.A. §48-8-3 exempts purchases made by Agencies, Universities, Colleges, and Technical schools from State Sales and Use Tax when payment is made with appropriated funds.

Cardholders must present the Department of Revenue Sales and Use Tax Exemption, Form ST-5, to suppliers upon request. This form is available on the Department of Revenue web site at http://www.etax.dor.ga.gov by searching for ST-5.

The requirement for out-of-state suppliers to charge Sales and Use Tax on shipments to purchasers in the State of Georgia does not apply to tax-exempt State Entities. In order to avoid confusion, the cardholder must provide out-of-state suppliers with a copy of the ST-5 prior to placing an order to be shipped into the State of Georgia. If the supplier refuses to remove taxes, the cardholder must make the purchase from a different supplier whenever possible.

O.C.G.A. §48-8-3 specifically states:

The sales and use taxes levied or imposed by this article shall not apply to:

(1) Sales to the United States government, this state, any county or municipality of this state, or any bona fide department of such governments when paid for directly to the seller by warrant on appropriated government funds;

Additionally, it is important to recognize that P-Card charges should not be disputed to resolve sales tax issues. A supplier charging a KSU cardholder sales tax on their purchase is not a disputable reason. Disputable reasons are:

• the amount charged is incorrect;
• the cardholder never made or authorized the transaction;
• the cardholder was billed more than once for a particular purchase;
• merchandise billed was defective or damaged;
• the merchandise or service did not conform to the supplier/merchant’s description;
• the cardholder never received the merchandise they were billed for;
• the cardholder canceled the order, product, or service; or
• a supplier credit was expected.

If a supplier incorrectly charges sales tax, that issue must be resolved, by the cardholder, directly with the supplier.

The bottom line is that retailers must collect tax from an exempt organization unless a valid exemption certificate or government purchase voucher is provided. Under Georgia law, retailers are not required to accept a claim for exemption, but may choose to do so by accepting a properly completed exemption certificate.

If a retailer chooses not to honor an exemption certificate, the exempt organization can request that the supplier/merchant (e.g. Amazon) to provide a properly completed Waiver of Vendor’s Right for Refund form so the purchaser (KSU) can request a refund of the tax directly from the Department of Revenue (DOR). This form is located on the DOR website at: https://etax.dor.ga.gov/salestax/st3Forms/TSD_Sales_Tax_Waiver_of_Vendors_Rights_Claim_for_Refund_ST12A.pdf.

Goods and services purchased from out-of-state vendors for delivery and use in Georgia are not subject to sales or use tax when they are used in the conduct of the University’s exempt framework. But, on the other hand, we cannot control how suppliers choose to operate their business in this regard. Our options are to buy somewhere else, where the vendor will accept our exemption status.

Simply stated, KSU is exempt from paying sales and use tax. Cardholders should be especially prudent in this area. This is just one type of violation issue associated with P-Card, but it is one than can be eliminated with a little “sharpening of our pencils” and awareness of Georgia laws and policies.

This isn’t just a KSU rule. It is a law, O.C.G.A. § 48-8-3(1), which is enforced at the State level under the purview of the Georgia Department of Revenue. We do not have any authority to decide to pay sales and use taxes because "it makes good financial sense," as a KSU faculty member recently noted. We are required to remain compliant with the requirements under the law.

—Laura McMillan
Director, Office of Procurement and Contracting

—Laura McMillan
Director, Office of Procurement and Contracting
Careful, deliberate, and early planning is vital to the procurement process. While it is true that on occasion the unanticipated may occur (and often crisis results merely from a lack of forethought), there is no substitute for thorough planning. The OPC is committed to this principle and to full assistance in every way.

If the unanticipated does occur, call the OPC and/or your Campus Buyer Partner for help in determining proper action. We are equipped to provide departments with guidance and assistance. If there is a life-threatening emergency (e.g., fire or flood), then call 911 (on campus emergency is ext. 6666). The law (ref. O.C.G.A. 45-10-25) defines “emergency” for the purposes of procurement as an unforeseen occurrence or condition or situation where a threat to health, safety, or welfare exists, or where a necessary service is threatened with material damage or suspension, or where State-owned buildings or property are threatened. If not, the OPC cannot treat the purchase on an emergency basis.

Lack of planning does not constitute an emergency.

Understanding University and State purchasing policies and procedures can be challenging. The OPC is here to guide departments through the process and to assist in obtaining goods and services needed while following the laws and regulations that protect KSU’s assets (including money and time). KSU’s OPC embraces the fundamental obligation to the general public to ensure that purchases are accomplished in accordance with the intent of the laws enacted by the Georgia General Assembly.

**Winter Quiz**

What is a fair-isle?

a. An island with white sand.
b. An island in the North of Scotland.
c. An aisle at the grocery store.
d. A traditional knitting technique.
e. Both b and d.

For the answer, come to the Office of Procurement and Contracting Winter Open House to find out!

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**The Benefits of Early Procurement Involvement**

*continued from page 6*

planned and addressed, avoiding unauthorized purchase violations;
• Outstanding issues can be addressed providing for clearer objectives with a specific, well-defined statement of work;
• Procurement manages the communication processes;
• Procurement manages the documentation processes;
• Procurement and end-users have the opportunity to collaborate;
• Potential problems and delays with the execution of purchase orders and/or contracts may be avoided;
• Order and rationale are present (all elements of a purchase order or contract are appropriately addressed and executed);
• Both the end-users and Procurement personnel are involved, accountable, and are able to establish prioritization goals together (needs/time-lines are understood and clearly communicated); and
• Ultimately, a well-planned proactive method/process is more likely to succeed and less likely to create excess stress!
Providing a Safe Environment

Stephen Ndiritu, Interim Director
Environmental Health and Safety

The Environmental Health and Safety (EHS) department is pursuing a number of initiatives designed to enhance the management of environmental health and safety-related risks, and the delivery of EHS services to Kennesaw State University (KSU or the University). Our goal is to ensure a safe teaching, learning, living, and working environment for all members of the KSU community, and compliance with applicable environmental health and safety laws and regulations.

To support those efforts, EHS has developed and proposed a new Environmental and Occupational (EOS) policy, which describes how KSU and its community will keep the University environmentally safe. That policy is currently under review by the various KSU governance bodies. Once approved, it establishes the KSU Safety Council. This university-wide council will provide guidance and recommendations on EOS policy, procedures, best practices, and activities for KSU.

Under this new policy, the University President designates the Vice President of Operations/Chief Business Officer (VPO/CBO) to oversee EOS compliance at KSU. The VPO/CBO further designates leadership of the KSU Safety Council and management of EOS compliance to the Associate Vice President for Operations. The Associate Vice President for Operations is also designated to serve in an ongoing capacity as the Chairperson for the KSU Safety Council. Once the KSU/SPSU consolidation is approved (January 2015), EHS, which currently reports to John Anderson, Assistant Vice President for Facilities, will report directly to Maria Britt, the Associate Vice President for Operations. EHS will work closely with Ms. Britt in her role as Chairperson for the KSU Safety Council and to provide support for their activities.

The KSU Safety Council will be comprised of chairpersons of various EOS related compliance committees and representatives from KSU academic, administrative and support units, including EHS. The council is currently being constituted and is scheduled to hold its inaugural meeting on January 27, 2015.

At the core of the EHS team’s effort is the development and implementation of an integrated Environmental and Occupational Safety Management System (EOSMS). The management system provides a common institution-wide framework for managing environmental and occupational safety risks and impacts and ensuring compliance with applicable state and federal laws and regulations. The system has thirteen core elements developed through a consultative process which includes an overall policy and associated procedures.

In order for the University to effectively manage, document and track the myriad of EHS compliance requirements the EHS department will also implement an Enterprise Environmental and Occupational Safety Information Management (EOSIM) software solution. This solution provides an integrated technology platform that will ensure unified workflow; automate EHS business processes; and establish a centralized repository for critical EHS records and data. When implemented, the enterprise application will automate various business processes and functions including: incident management; safety audits and inspections; corrective action item management; permit and license management; risk assessment; and document management. The software also benefits the University by: improving hazard mitigation and compliance; minimizing risk and reducing costs; increasing efficiency and productivity; improving cross-function communication of EHS matters; and enhancing decision-making and accountability for environmental and occupational safety performance.

The success of KSU in providing and maintaining a safe teaching, learning, living, and working environment depends not only on the efforts of the EHS department or safety committees, but on the collective effort of the entire KSU community. Whether you are a faculty member, staff, student, or contractor, we should all remain vigilant on environmental and safety matters by reporting activity that may be harmful to persons or the environment of KSU, completing required training, and providing suggestions for safety improvements.

Visit the EHS website for more information and for incident reporting at: http://www.kennesaw.edu/ehs/
Strategic Enrollment Planning (SEP) Fiscal Working Group

In the May 31, 2013 Campus Update, President Papp announced the creation of the Strategic Enrollment Planning (SEP) Committee with Provost Ken Harmon and Assistant Vice President for Enrollment Services Kim West serving as co-chairs. The committee is charged with the development of strategic enrollment strategies to maximize optimum student recruitment, retention, persistence, progression and graduation for the university. Consultants from Noel-Levitz have been engaged to guide the KSU team through the process.

Maria Britt, Associate Vice President for Operations, serves as the chair of the SEP Fiscal Working Group, one of nine working groups. The Fiscal Working Group is challenged with connecting enrollment with fiscal health. The team’s analysis of gaps, strengths, weaknesses, opportunities and threats around fiscal management initially identified 40 data elements for consideration. Looking for threads that could have a high impact on enrollment, the group identified six key fiscal indicators:

1. Pricing: Tuition, Fees, and Student’s Costs
2. Financial Literacy
3. Financial Aid and Scholarships
4. Revenues: Program Demand and Business Plans
5. Revenues: Institutional Positioning and Student Populations
6. Revenues: Auxiliary Activities

These indicators served as the foundation for the group’s Situation Analysis Report submitted in September 2014 and set the stage for development of future strategic enrollment action plans.

Smoke/Tobacco-Free Committee and Implementation

Kennesaw State University (KSU) joined other University System of Georgia (USG) universities and colleges in creating a smoke/tobacco-free university effective on October 1, 2014.

Representatives from the KSU Smoke/Tobacco-Free Committee (the Committee) have presented to each of the KSU shared governance bodies in the past three months to communicate the implementation activities underway. Additionally, Susan Paraska, Chairperson for the KSU Policy Process Council, has also presented the policy to the governance bodies, and final approval of the policy is anticipated in upcoming weeks.

The Committee has developed a breathe easy marketing campaign to help communicate to the community that KSU is A Smoke/Tobacco-Free University. During this first phase of implementation, activities have focused on encouraging communication and enforcement with a SMILE approach:

• Smile and be friendly when approaching someone on campus smoking or using a tobacco product.
• Make the assumption that the person does not know about our policy.
• Inform the person about our policy and resources available on campus for quitting tobacco.
• Let them know about the policy again.
• Enforce by asking them to respect our policy and stop smoking or using tobacco on our campus.

The Committee will continue activities into 2015, establishing an online tool for the campus community to report when/where someone is smoking on campus, completing a survey to assess campus acceptance, and determining procedures for sanctions (including fines) for enforcement in 2015.

The committee includes representation of faculty, and students as follows:

- Maria Britt, Associate VP for Operations and Committee Chair
- Carla Barnes, Marketing Specialist, University Relations
- Jeff Cooper, Director, Residence Live
- Tammy DeMel, Director, Strategic Communications, University Relations
- Kasey Helton, Director, Campus Services, Southern Polytechnic State University
- Brent Jenn, Director of Events and Championships, Athletics
- Eric Johnson, Student & President, Student Government Association
- Kelly Johnston, Associate Director, Auxiliary Services and Programs
- Teresa Johnston, Director of Center for Young Adult Addiction and Recovery and Part-Time Instructor of Psychology, Student Success Services
- Alison Koval, RN Nurse Supervisor, KSU Student Health Services

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In Scope$  
Strategic Initiatives and Project Management Office News (continued)

Strategic Enrollment Planning (SEP) Fiscal Working Group

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The timing for this initiative couldn’t be better as it leverages the data and recommendations from the Consolidation Implementation Committee (CIC) and creates a dynamic collaboration that will serve the new KSU well!

The SEP Fiscal Working Group includes the following team members:

• Maria Britt, KSU, Associate Vice President for Operations
• Kathy Maschke, KSU Project Management Office
• Rai Sookram, KSU, Associate Director, Office of Budget and Planning
• Ron Day, Director, Enrollment Services – Student Financial Aid
• Julie Peterson, SPSU, Controller, Fiscal Affairs
• Rita Adams, KSU, Bursar
• Randy Shelton, KSU, Assistant Vice President, Auxiliary Services and Program
• Dr. Jacob (Jake) Gross, KSU, Director of Orientation Programs and Part-Time Instructor of Education
• Kasey Helton, SPSU Director, Campus Services
• Camilo Forero , KSU Coles College Student

Special thanks to Erik Bowe (KSU, Assistant Vice President, Chief Data Officer and Adjunct Instructor of Information Systems), who also provided the data and comparative metrics to make our planning data-informed, not just data-driven!

Smoke/Tobacco-Free Committee and Implementation

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• Mark Lawson, Director, Real Estate and Housing, Office of the AVP of Facilities
• Kathy Maschke, Project Management Office
• Stephen Ndiritu, Interim Director, Environmental Health and Safety
• Amy Phillips, Benefits Manager, Human Resources
• Kathy Rechsteiner, Administrative Specialist VI, Office of the AVP of Facilities
• Michael Sanseviro, Dean of Student Success and Part-Time Instructor of Education, Student Success
• Veronica Trammell, Director, Training, Outreach and Learning Technologies, Information Technology Services
• Trudi Vaughan, Police Captain/Professional Standards Committee
• Diane Walker, Director II, Student Conduct and Academic Integrity

Go to www.kennesaw.edu/smokefree/ for more information and upcoming activities for students and employees, including smoking-cessation programs, to promote this health-focused initiative at KSU. Future procedures for sanctions (including fines) will also be posted to this website in 2015.

The KSU Smoke/Tobacco-Free website is located at: www.kennesaw.edu/smokefree/

Public Health Advisory at KSU

A strategic working team formed in recent weeks to discuss how Kennesaw State University (KSU) can be pro-active and respond to future public health related incidents on campus such as Ebola Virus Disease (EVD), meningitis, and other infectious diseases.

Per President Papp’s November Campus Update, Maria Britt, KSU Associate Vice President for Operations has been designated to serve as the KSU point-of-contact to provide information, up-to-date advisories, and guidance to faculty, staff, and students traveling to and returning from ebola-affected countries.

To date, the team has implemented the new KSU Health Advisory website, which provides public health related advisories and information for employees and students to mitigate any incidence of preventable and infectious disease within the campus. The website currently includes an Ebola Advisory for travel to ebola-affected countries in West Africa, a KSU Physician’s Risk Exposure Assessment form, and with other resources/links to the Centers for continued on page 13
Travel at KSU

Enhancements, the Travel team has recently initiated the Owl Trek News website, where we will post periodic breaking news for KSU travelers. You can also find information on this website on how to join the KSU Travel List Service to automatically receive announcements when the next Owl Trek News release is published.

TMS/Concur Updates and Reminders

There is a new feature in Concur that allows users to upload attachments to their Travel Request. After you create a new Travel Request, you will see a button called “Attachments.” It works very much like attaching documents in the Expense Report module. Simply click “Attachments” button; select Attach Documents; Browse for the file you need to attach; Upload the file; and you are done. You may review what you have added by clicking the Attachment button and selecting Check Documents.

When a Travel Request is approved, a pre-encumbrance to the allocated budget is generated in the KSU SAS reporting environment. If you have a previously approved trip that is cancelled, it is important that you close out the Travel Request so that this pre-encumbrance is released in SAS. To do this, click on Travel Request then select View Requests. Select the Travel Request you would like to close and click button to Close/Inactivate Request. Refer to the Job Aid 2.03 Deleting a Travel Request for a cancelled trip for more information. All KSU travel job aids can be found on the travel website at: http://www.kennesaw.edu/finance/accounting/traveldocumentation.html.

Travel Policy Reminders

Advance Booking: Flights booked with less than 14 days advanced purchase are often more expensive and require a written explanation for the booking delay to be provided to the approver. Approvers may deny charges and/or additional costs that result from last minute airline booking. (Please include this explanation in the Comment section on your expense report as well).

Lodging Expense: State and local government officials and employees traveling within the state on official business are exempt from paying the county or municipal excise tax on lodging ("hotel/motel" or “occupancy” tax) [O.C.G.A 48-13-51 (H) (3)], regardless of the payment method being used. (This exemption does not apply to travelers staying at an out-of-state hotel/motel.) Travelers must be able to provide proper identification to document their employment as a state or local government employee. Travelers are required to submit, upon registration at the hotel/motel, a copy of the State of Georgia Certificate of Exemption of Local Hotel/Motel Excise Tax, which is located on the KSU Travel website at: http://www.kennesaw.edu/financialservices/forms/hottlexemptionform.pdf.

Whenever you have questions about TMS/Concur, contact us via email at: Travel Team
Office of Finance and Accounting
E: travel@kennesaw.edu
T: 470.578.4394; M-F 8:00 am- 5:00 pm

Public Health Advisory at KSU

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Disease Control and Prevention (CDC) and the Department of Public Health (DPH) sites.

The KSU Health Advisory website emphasizes that KSU employees and students should report ALL immediate health-related concerns to KSU Student Health Services by calling 470-578-6644. This phone line is available 24 hours a day. After contacting Student Health Services, KSU employees should also contact their immediate supervisor (i.e., faculty should contact their department chair) to communicate any reported health-related concerns. Continued information, up-date advisories, and guidance to faculty staff and students will be posted to this website.

Currently, participants on this working team include representation from the following KSU departments/divisions (listed in alphabetical order):

- College of Humanities and Sciences
- Department of History and Philosophy
- Department of Public Safety
- Department of Strategic Security and Safety
- Division of Global Affairs
- Division of Legal Affairs
- Human Resources
- Environmental Health and Safety
- Office Auxiliary Services and Programs
- Office AVP for Operations
- Office of Student Success
- Office of the Provost
- Office of the VP for Research
- Project Management Office
- University Relations
- WellStar/KSU Student Health Services

Average Loan Debt by College

Total by college (in parenthesis below) are those who had student loans and the average of that grouping.

<table>
<thead>
<tr>
<th>College</th>
<th>Average Debt</th>
</tr>
</thead>
<tbody>
<tr>
<td>Art (494)</td>
<td>$15,596</td>
</tr>
<tr>
<td>Bagwell Education (704)</td>
<td>$18,450</td>
</tr>
<tr>
<td>Coles Business (2,443)</td>
<td>$17,386</td>
</tr>
<tr>
<td>Health and Human Services (1,987)</td>
<td>$16,586</td>
</tr>
<tr>
<td>Humanities and Social Sciences (3,424)</td>
<td>$19,594</td>
</tr>
<tr>
<td>Science and Math (1,465)</td>
<td>$16,336</td>
</tr>
<tr>
<td>University College (664)</td>
<td>$12,146</td>
</tr>
<tr>
<td>No College Designated (19)</td>
<td>$24,757</td>
</tr>
</tbody>
</table>

Currently, there is a segment on the Office of Student Financial Aid’s website devoted to financial literacy. KSU has partnered with the National Endowment for Financial Education (NEFE) to offer CashCourse®, a website providing free, non-commercial financial information and practical financial tips for college students.

OwlPay Payment Request

Department on campus bills another department on campus and payment is required to transfer funds between two departments. The net effect of this OwlPay request is to produce the appropriate journal entries to record the invoice and payment for the departments involved. See the OwlPay Job Aid 009 Inter-Company Payments for more information.

OwlPay Helpful Hints

- Mozilla Firefox is the recommended browser, as some documents may not attach when using Internet Explorer.
- Keep your attached file names short and without special characters.
- Include ad-hoc approvers when applicable (such as Grants Office, HR Payroll and Agency Funds) while creating a request to ensure faster processing.
- Use OwlPay Job Aid 008 Account Codes Short List to determine the correct account code for your payment requests. Note that this short list is not conclusive to all account codes that are available.
- If you have any questions about account codes, contact the Accounts Payable team via email as noted at the end of this article.
- All OwlPay job aids and training materials can be found on the OFA website at: http://www.kennesaw.edu/finance/accounting/paymentrequests.html.

Best Practice

Always refer to the OPC Procure-to-Pay Decision Matrix BEFORE placing orders to verify the acceptable method of purchase. OPC has identified certain procurements and expenditures that do not require a purchase order be processed. If you have any questions and inquiries about acceptable methods of purchase, contact your department’s assigned Campus Buyer Partners.

The OPC Campus Buyer Partners list is published at: http://www.kennesaw.edu/procurement/files/opcpartners.pdf.


—Laura McMillan
Director, Office of Procurement and Contracting

OwlPay Payment Request continued from 5

As the KSU Strategic Enrollment Planning initiative explores future action plans, watch for news on KSU financial literacy efforts and how we can increase efforts to educate students about wise money management and borrowing.
Auxiliary Roundup

Jo Ann Milholen
Assistant Director
Auxiliary Services and Programs

The auxiliary front has been bustling with its usual high-level of activity!

Student Health Services
Earlier this year, WellStar Medical Group took the reigns of the Kennesaw State University (KSU) Student Health Services, operating under the Auxiliary Services and Programs (ASaP) umbrella. WellStar’s goal is to bring a renewed sense of care and focus on student health.

Recently, WellStar collaborated with the KSU Department of Public Safety to become the first university police department in Georgia to carry Naloxone, which is a medication that counteracts the effects of an opioid overdose, such as heroine. On August 13, Dr. Megan Bowles, Medical Director of the WellStar / KSU Student Health Services, provided training to KSU Police in the use and administering of Naloxone to provide immediate lifesaving attention in the case of opioid overdoses.

In September and October, WellStar held flu clinics for students on both the and Southern Polytechnic State University (SPSU) campuses.

SPSU Bookstore
Formal consolidation for KSU and SPSU is still underway, however, ASaP and the KSU Bookstore had the opportunity to begin offering SPSU students enhanced service and pricing on course materials and merchandise NOW rather than later. On June 13, the KSU Bookstore assumed management operations of the SPSU Bookstore. Once consolidation is complete, the SPSU Bookstore will officially become a KSU self-operated store on the Marietta Campus. For alumni, merchandise with SPSU logos will still be available online for purchase.

Culinary Services
A new dining option has opened in the Carmichael Student Center on the Kennesaw Campus called Burrito Bowl, located in the space formerly occupied by Pi’s Coffee. The growth of the campus and student population has created an increased need for campus dining options. The Burrito Bowl features international inspired burritos, burrito bowls and salads, customizable to the patron’s taste.

Parking
The beginning of the fall 2014 school year brings yet another major upgrade for the campus in the area of parking and transportation. New auto-open gate technology went into effect immediately after Labor Day. The campus issued new vehicle decals that contain radio frequency identification (RFID) technology to open parking gates. This new technology automatically scans your vehicle’s decal as it approaches the parking gate. If the decal is valid, the gate will open.

Copy/Print Services
Managed under KSU’s Copy/Print Services department, the UPS Store opened in April 2014. The UPS Store offers full copying and printing services making it the perfect solution for producing course packets on-campus, binding, poster prints, shipping solutions, and post office boxes. The UPS Store is located on the second floor of the Carmichael Student Center across from the Bursar’s Office.

Websites
The ASaP web developer, Nathan Bell, has diligently been redesigning and redeveloping all of the ASaP websites. Though we still have a couple of sites to go, we proudly invite you to visit our new dynamic sites to learn more about all ASaP has to offer our students, faculty and staff.

The Auxiliary Services and Programs websites are located at: http://www.kennesawstateauxiliary.com/