Finance Service Delivery FY2025 Annual Report

Prepared for:

Wendy Wintersteen, President

Kristen Constant, Vice President and Chief Information Officer

Kristi Darr, Vice President for University Human Resources

Toyia Younger, Senior Vice President for Student Affairs

Sean Reeder, Senior Vice President for Operations and Finance

Jason Keith, Senior Vice President and Provost

Executive Summary

In its sixth year, Iowa State University's Finance Service Delivery model showcased innovation and efficiency in action. Operating with 98 staff members compared to the originally budgeted 120, the team leveraged AI technologies, absorbed new responsibilities, and managed rising transaction volumes, all while delivering reliable and responsive financial services to the campus.

For the sixth year, Finance Service Delivery achieved exceptional customer satisfaction, with 98% of 1,419 survey respondents reporting their concern was accurately addressed and 99% praising personal, professional, and courteous interactions. Since FY20, satisfied or very satisfied responses have climbed from 88% to 96% in FY25 [Figure 1], reinforcing Finance Service Delivery's commitment to continuous improvement.

ServiceNow and Auditoria activity reached a record 138,083 requests, which were resolved in an average of 0.86 days, and Workday transaction volumes grew to 346,968, up 4.4% from FY24. Even as total task volume continues to increase [Figure 2], the time to resolution has remained consistent [Figure 3]. These results demonstrate Finance Service Delivery's ability to achieve more with less, along with a strong focus on innovation and customer service.

Key accomplishments

Employee and Leadership Support

- By reallocating existing resources, Finance Service Delivery created a specialized Accounts Payable role to strengthen operations, drive innovation, and enhance vendor support, reducing risk and strengthening relationships.
- Introduced an onboarding framework outlining responsibilities for hiring managers, new hires, and support staff, supported by orientation materials and role-specific training in Canvas. These resources support long-term success, accelerate readiness, and strengthen service delivery across campus.

Professional Development

- Employee Development Institutes (EDIs) and Leadership Development Institutes (LDIs), held twice per year, covered topics such as crafting career paths, remote collaboration, leadership vs. management, and strategies for leading in flexible environments.

Innovation and Process Improvement

- Auditoria AI automation, launched in January 2025, uses AI automation to reduce manual entry, improve accuracy, and strengthen scalability in Accounts Payable. Since implementation, 27,688 invoices have been processed in 6.8 days on average, compared to 7.4 days previously, providing vendors with timely and dependable payments.
- Expanded Finance Specialist responsibilities to include graduate assistant tuition and fee waivers, adding 18,208 additional transactions in FY25 without adding staff, maintaining efficiency and responsiveness.

Outreach and Campus Support

- Launched a structured outreach plan for Grant Finance Specialists to provide proactive support to principal investigators at key award stages. Since May 2025, 882 individual outreach efforts have been completed, building relationships and strengthening compliance.

Customer Satisfaction

- ServiceNow surveys remain our primary tool for measuring campus satisfaction, and results have consistently remained high since implementation.
- 96% of customers in FY25 rated their experience as "satisfied" or "very satisfied," matching the rating from FY24 and up from 93% in FY21. Survey feedback highlights the team's service culture:
    - August 2024: *"What I love about working with Finance Delivery is that no matter how trivial or complicated the issues are, they clearly wish to be helpful and guide us to a successful completion of whatever the need is. Thanks!"*
    - February 2025: *"Our Finance Delivery team is ALWAYS a pleasure to work with. They're very quick, and are always kind when I make a mistake and need to be shown a more appropriate way to do things. We appreciate these guys a LOT!"*
    - May 2025: *"The Finance Delivery team is exceptional. Thank you for modeling internal customer service. It makes my job so much easier when I can rely upon kind and patient experts."*

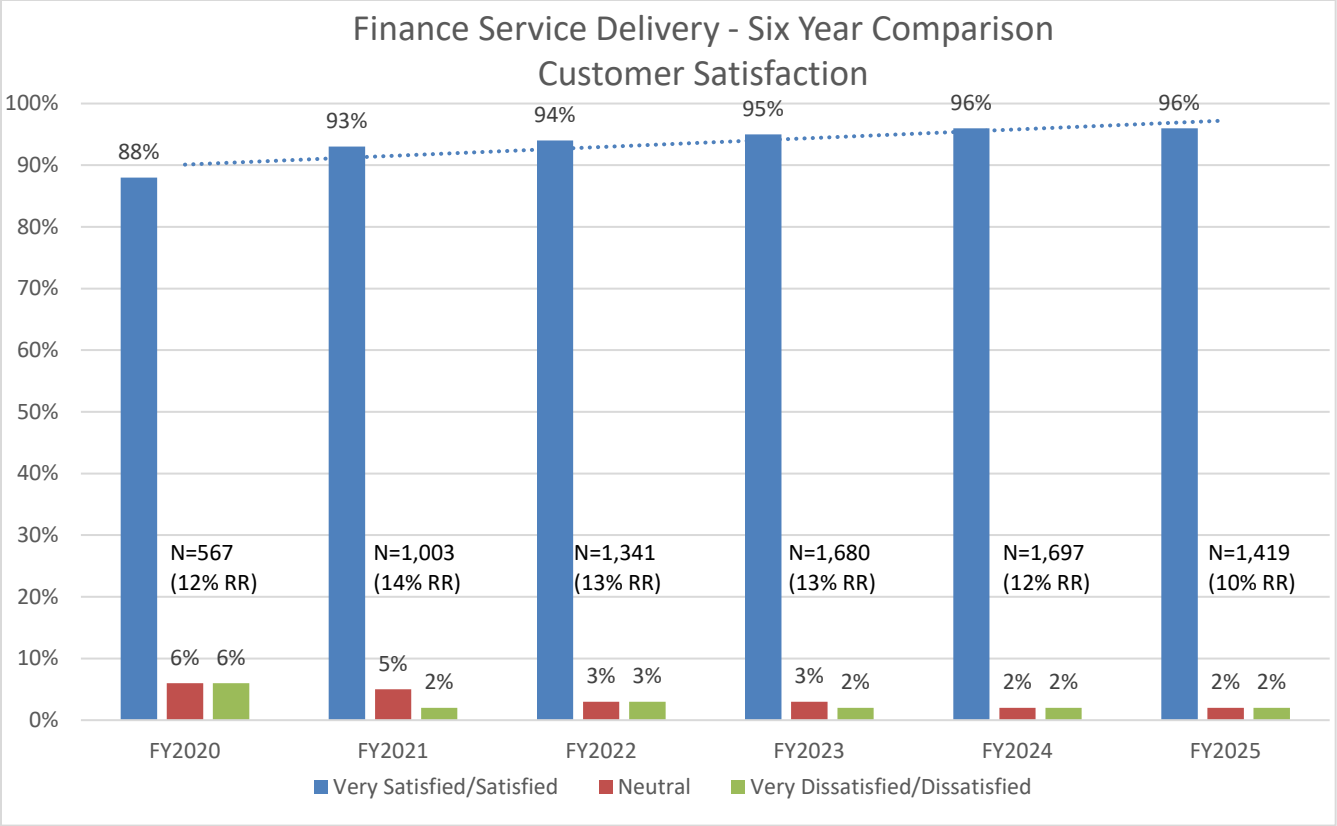

Figure 1

FY25 Key Performance Indicators (KPIs)

Category	Key Performance Indicator	July 1, 2024 to June 30, 2025
Campus Satisfaction	Customer satisfaction survey	1,419 responses in FY25 (10% response rate) 96% satisfied/very satisfied 2% neutral 2% dissatisfied/very dissatisfied [1] 99% felt that the interaction with Finance Service Delivery was personal, professional, and courteous 98% felt the request was accurately addressed
Employee Engagement	Voluntary attrition and internal turnover	7 employees (7%) left in FY25, down from 14 in FY24 4 employees left due to retirement 3 employees left for positions outside of ISU
Operational Efficiency	Tasks per specialist FTE	Workday = 4,180 ServiceNow = 1,319
	Average resolution times	ServiceNow Tasks 109,469 assigned to FIN Average opened per day = 299.9 Average resolution time = 13.2 hours

[1] Each response marked "dissatisfied" or "very dissatisfied" triggers a direct outreach from the respective supervisor to address and resolve concerns.

Year Over Year Comparison: Operational Volume and Efficiency

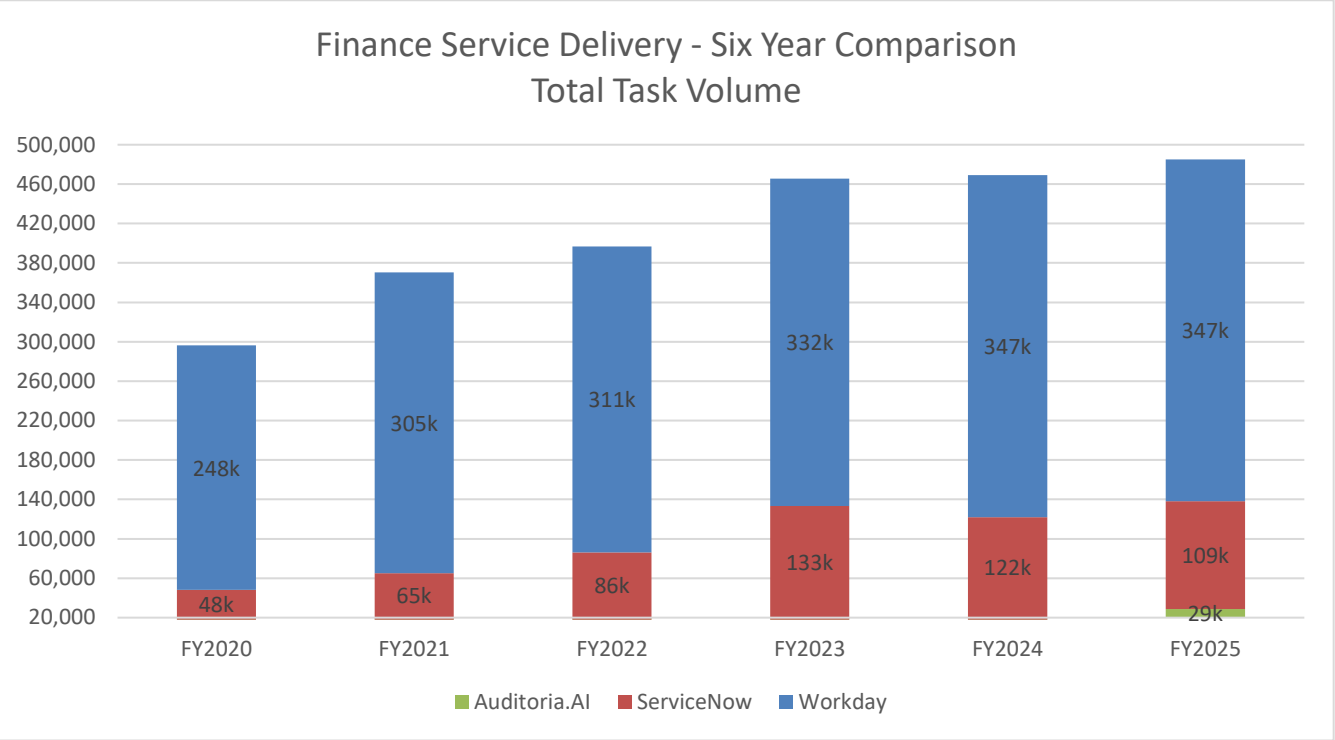

Figure 2

Note 1: Workday task volume represents distinct transaction touches for workers within the Finance Service Delivery supervisory organization who hold either a Procurement & Expense, Grant Finance, Finance, or Accounts Specialist role.

Note 2: Use of Auditoria began in January 2025.

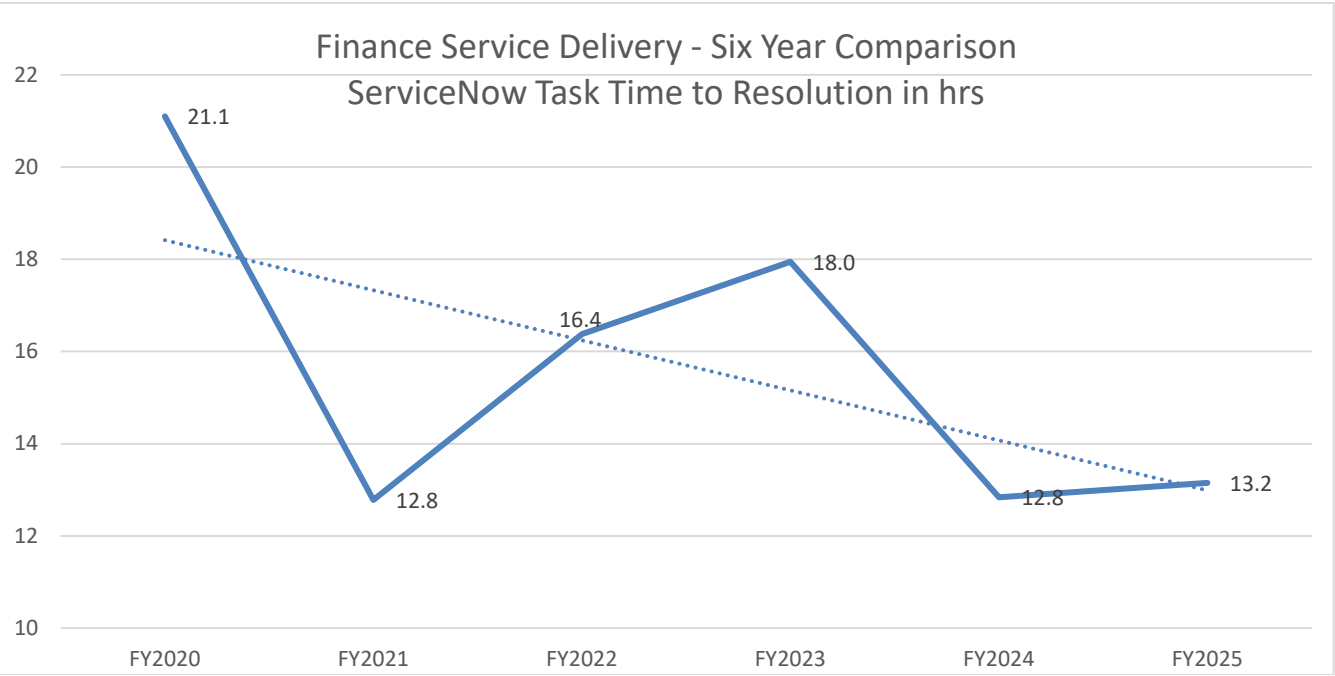

Figure 3

FY26 Priorities

FY26 priorities, covering July 1, 2025 – June 30, 2026, are aligned with the Division's strategies and emphasize employee engagement, professional development, and performance accountability.

Employee Engagement Survey Action Plan

As part of the Employee Engagement Survey Action Plan, the Communications Strategy Council will continue to strengthen internal communication through a centralized intranet, structured planning, standardized training, and regular feedback loops. Together, these actions will keep employees informed, improve coordination, and ensure resources remain accessible and current.

Professional Development

Professional development will remain a foundation in FY26. The Fall 2025 Employee Development Institute (EDI) will focus on Facilitating Difficult Conversations, Building Trust, and Improving Communication within Finance Service Delivery. The Fall Leadership Development Institute (LDI) will center on Praise and Recognition. Spring 2026 sessions are under development and will continue to address evolving leadership and professional growth needs.

Strengthening Knowledge Resources

Expanded training and structured content management will enhance Finance Service Delivery knowledge resources. Continuous Improvement Hours will blend required and elective training, including case studies and competency development. Structured content management will keep resources current and aligned with specialist skills.

Expanding Key Performance Indicators

A multi-year initiative will expand measurable KPIs for each specialist role, setting clear quality standards and performance benchmarks to drive equity, accountability, and continuous improvement.