**FY2017 Business Office Annual Program Review Report**

1. Overview of Department Mission and Functions and its relationship with the UH Community College Mission and Strategic Plan and the UH Maui College Mission & Strategic Plan.

The Business Office’s mission is to provide high quality service to UH Maui College and its associates. This includes UHMC’s students, faculty and staff, as well as the community and vendors. This will be accomplished by fostering working relationships and building networks, which will encourage collaboration amongst everyone. Staff will convey a welcoming atmosphere, continue to maintain an “open door” policy, and create a pathway to shared knowledge and information. The staff will strive to provide tools and resources to all, in an effort to increase the awareness in the areas of fiscal management, procurement, disbursement, travel, and cash management.

1. Previous Year’s Goals, Plans and Accomplishments.

To improve our image, we needed to build and maintain a productive working relationship with students, faculty, staff and our community by creating a friendly atmosphere with open communication.

The Business Office continues to:

* Respond to messages, via voice mail or email within two business days.
* Instituted a Business Office suggestion box.
* Have an “open door” policy in addition to making appointments.
* Educate the Campus that the Business Office’s role is to keep the College out of financial predicaments and not to inhibit the Campus from functioning.

The most significant accomplishment for the Business Office was filling the APT Institutional Support Revenue Generating Position effective 06/29/16. By filling this position UHMC shall be in compliance with the new UHCC Financial and Operational Oversight of Revenue Generating Programs Policy. This position involves reconciling the revenue generating programs point of sale, accounts receivable, and inventory control systems with the University’s financial system, Kuali (KFS), ensuring that deposits by all revenue generating programs are done daily, proper segregation of duties are followed, and financial reports are distributed monthly.

On the Procurement side, the Business Office met with various departments/programs to answer questions and address concerns they may have pertaining to the Business Office and discuss their upcoming projects that are in the planning stages (e.g. OCET, Student Life, O&M, etc.). This accomplishment benefits both the Business Office and the departments/programs by making a personal connection and building a better working relationship with our customers. But more importantly, the Business Office helped them succeed in their procurement and created a “win-win” situation.

The University’s financial system, KFS, continues to be the greatest challenge and accomplishment for the Business Office. KFS is continually evolving and procedures are updated with each new change. The Business Office needs to keep abreast of the updated procedures, which has become a challenge, since the changes are not widely publicized but uncovered accidently when documents are disapproved. The Business Office also continues the cleanup of old FMIS documents, account codes, inventory items, budgets, etc. in addition to maintaining the current financial/procurement items/documents.

The Business Office provides faculty & staff opportunities for professional development by offering various training and sharing of information in a helpful manner.

The Business Office provided individualized/group training in the area of:

* Commerce Point SuperQuote
* Cash Handling
* UH Procurement
* Tax Treatment of Expenditures
* Reconciling Accounts
* eThority Reports
* Travel

The Business Office continues to educate the Campus on the role we play. By participating in Campus activities that require a Business Office perspective, we have helped alleviate future confusion that may arise in regards to University policies & procedures. Additionally, by having our own staff cross-trained, we have been able to provide better assistance and advice to our customers.

Lastly, the Business Office continues to work together as a team. Everyone is willing to take on additional responsibilities when needed and always ready to assist each other with their workload. This teamwork is seen in the expansion of each staff’s skills in various areas, low employee turnover and successful closing of the fiscal year. However, if we do not fill our vacant positions, employee’s moral will decline.

1. Analysis and Assessment of Quantitative and Qualitative Data. (Strengths & Weaknesses)

In our analysis of the qualitative and quantitative data obtained, we came to the following conclusions.

In Fiscal Year 2017, Administrative Affairs conducted its Student Survey. There are only three questions in this survey that pertain to the Business Office, more specifically, the cashiering operations. With an enrollment of 3342 for Fall 2016 and 2919 for Spring 2017 it is quite disturbing that only a handful of students actually took the time to complete the survey. When it comes to refunds, 254 students out of a total of 288 students agreed or completely agreed that their refunds were distributed in a timely fashion, (88%). With regards to staff being courteous and helpful, 378 students out of a total of 393 students agreed or completely agreed that the staff was courteous and helpful, (96%). Lastly, are the cashiering hours of operation adequate, 310 students out of a total of 338 students agreed or completely agreed that the hours were adequate, (92%). Given these percentages we concluded that the results were overall positive.

While the overall survey percentages were positive, the survey comments showed a definite necessity for customer service training. Secondly, although 92% of those surveyed agreed or completely agreed that the cashier hours were adequate, a few students did comment on the need to accommodate students that have later classes or who work. Lastly, Business Office signage to provide information on our location and hours of service, and the University’s payment plan and refund policy/procedures are essential.

The overall Fiscal Year 2016 Faculty & Staff Administrative Affairs Survey was positive. 110 individuals took the survey. In general, the Business Office’s satisfaction survey showed that the Business Office services improved compared to FY 2014. The survey questions that showed a decline were “Procurement policies & procedures are readily accessible”. (56.36% completely agreed and agreed, compared to 57.33% in FY2014) and “Staff is courteous and helpful”. (76.85% completely agreed and agreed, compared to 78.38% in FY2014), all other areas improved.

The Business Office’s workload continues to play a major factor in the quality and timeliness the Business Office can provide. Only 67.27% of the individuals surveyed, “completely agreed” or “agreed” that the Business Office provides high quality service and only 56.48% “completely agreed” or “agreed” that the Business Office provides services in a timely fashion, substantiates this. The Business Office’s workload continues to lead to the staff being less helpful and courteous. (76.85% surveyed “completely agreed” or “agreed” that the Business Office staff is helpful & courteous.) When new policies & procedures come out the Business Office staff does not have the time to provide adequate training to the field, which at times causes confusion and frustration for both the faculty & staff, and the Business Office. (56.36% “completely agreed” or “agreed” that Procurement policies & procedures are readily accessible.) Documents that are submitted incorrectly take longer to audit, have to be returned to the requisitioner, and the entire process takes longer. Although the Fiscal Year 16 Faculty & Staff survey showed the Business Office services have improved over the past two years, the comments echoed the Fiscal Year 2017 Student Survey regarding the need for customer service training to be more helpful and courteous.

The Business Office’s document transaction counts for Fiscal Year 2017 compared to the other Community Colleges shows that UHMC processed the third most UH documents amongst all the Community Colleges, which amounts to 1,478 less than the Campus that processed the most documents and 260 less than the Campus that processed the second most documents.

An analysis of UHMC’s documents processed in fiscal year 2016 and 2017 shows the following.

1. The average number of days required to submit a UH Purchase Order payment document to UH Disbursing in FY17 was 18.62 days.
2. The following types of documents processed by the Business Office have also increased from fiscal year 2016 to 2017.
   1. UH Purchase Order Amendments
   2. UH Payment Requests
   3. UH Payroll Journal Vouchers
   4. UH General Journal Vouchers
   5. UH Internal Billing
   6. UH Inter-Island Travel
   7. UH Out-of-State Travel
   8. Accounts Receivable Invoices Issued
3. The average number of days required to issue a UH purchase order in FY17 was 7 days.
4. Not reflected in the Business Office’s quantitative data but a factor to consider in the Business Office’s workload is the various personnel documents that are reviewed and approved. In FY17 the Business Office authorized 2,718 UH personnel documents.

With the continuing increase in duties & responsibilities, workload and developing physical plant, the Business Office is overworked, which is evident in the qualitative and quantitative data. The turnaround time of 18.62 days to submit a Payment Request to UH Disbursing for payment and the satisfaction survey provides proof that the Business Office capacity per a person is excessive and therefore, training is essential.

### Next Year’s Goals, Plans and Objectives.

To carry on with the Business Office’s goals and mission, we plan to do the following:

1. Goal: Build and maintain a productive working relationship with students, faculty, staff and the community by creating a “welcoming” atmosphere. Continue to have open and ongoing communication with the College and apply a collaborative student support system involving all colleagues within the UHMC Ohana and UH System.

Plan: Increase involvement in Campus wide activities to promote student success by sharing information about the Business Office services. Participate in committees that could benefit from a Business Office presence, to gain knowledge, share ideas, and build relationships with faculty/staff.

Objective: To make a personal connection with our customers by associating a “face” with a “name”, with the intention of building a better working relationship with our customers. This will create a friendlier more approachable atmosphere. But more importantly, staff will be able to reach out to the Campus and students to learn how we can help them succeed.

1. Goal: Engage with the departments/programs to learn of their upcoming projects for the year and to brainstorm ways to facilitate the projects to their successful completion.

Plan: Meet with various departments/programs to answer questions they may have pertaining to the fiscal requirements needed for any upcoming projects. Schedule follow up meetings to track and measure the progress on completing the projects on time.

Objective: Having a scheduled meetings at different intervals with the departments/programs will allow us to provide guidance and assistance to ensure the project follows a successful and efficient workflow to project completion.

1. Goal: Provide step-by-step instructions for the faculty & staff on the processing of various Business Office documents, utilizing technology to disseminate the information and allow access to these resources.

Plan: Re-evaluate and streamline our Business Office processes/workflow, continue to cross-train amongst ourselves so that the process is consistent among all staff and document our process in a checklist format and post it on Business Office webpage/online.

Objective: By identifying the most efficient method to process documents, applying these processes consistently, and allowing easy access to samples and checklists, that may be easily updated as needed, will allow faculty & staff to be aware of new changes as the occur, which will reduce errors, and speed up the document workflow from start to finish.

1. Goal: Increase and expand the professional development opportunities provided to Business Office staff, to include leadership development. By keeping abreast of new technology and changes to multiple UH policies & procedures and State and Federal rules and regulations in order to enhance efficiency by taking various workshops and attending networking conferences.

Plan: Business Office staff to conduct regular meetings to review existing, and go over new or changed, policies & procedures to ensure the most current and updated information is being communicated to the Campus. Observe and learn from other Community College’s Business Office, Disbursing Office, Property & Fund Management Office, etc. and take advantage of various conferences, trainings, and networking opportunities.

Objective: By obtaining proper and adequate training, including professional development opportunities, in the areas of Federal and State rules and regulations, as well as University policies and procedures we can better provide advice to the Campus that will prevent UHMC from audit findings and fines, and reduce the risk of potential lawsuits. The Business Office staff will be a better resource of information, improve our proficiency, and provide better customer service. This will enhance our efficiency in providing support, training and guidance in the following areas.

1. pCard Training
2. Travel Documents
3. Inventory Management
4. Disbursement Vouchers
5. Commerce Point SuperQuote
6. Cash Handling / Management
7. Accounts Receivable
8. Account Management
9. KFS Extended Basics
10. eThority
11. Goal: To provide various trainings to UHMC faculty and staff, which include fiscal management, procurement, disbursement, travel, cash management, and financial reporting systems.

Plan: The Business Office staff will conduct quarterly trainings for the College based on feedback on the areas training is most desired. Training will be accessible in person in small or large groups, or via online tutorials using Laulima or Google Drive.

Objective: By providing proper and adequate training, the campus/programs will be better equipped when preparing and submitting documents, which in turn will allow documents to be approved in a timelier manner.

By continuing to work towards our goals, we hope to maintain our strengths, decrease our weaknesses and reduce our workload.

1. Resource Needs and Priorities. (What will be the outcome or results should the additional resource needs that are identified be funded by the College.)

The Business Office’s resource requirements to accomplish our goals and mission as supported by the Academic Year 2015-2016 Administrative Services Assessment Survey, Academic Year 2016-2017 Administrative Services Student Survey, comparison with other Community Colleges staffing and analysis of UHMC’s quantitative data include:

1. One APT, Institutional Support Position Band A (pCard). ($42,624)
2. Modernize the Cashiering windows to safeguard employees from unpredictable customers. ($4,500 windows only)
3. Redesign the Business Office to allow all employees to have a private workspace. ($65,000)
4. UH Cashier & Procurement training. ($3,000)
5. Leadership Training – Professional Development ($7,000)
6. Student Assistants ($15,000)
7. Office Supplies. ($5,000)

The following outcomes could be achieved if the resources listed above were funded.

1. Funding for an APT Band A will ensure the pCard auditing process is done in a timely manner and additional pCards can be issued to various Campus faculty and staff. The issuance of additional pCards will provide Campus personnel with a quicker and more efficient means of procuring supplies needed for their students/classes. This in turn would lead to happier students, faculty, staff and vendors, and prevent audit findings and fines. Customer service, staff moral and staff productivity would also be improved.
2. Currently, the business office cashier window does not offer protection for our cashiers from potential attacks from disgruntled customers.  Without a secure window, the cashier office is also vulnerable to thieves.  An upgrade to a sturdy metal bullet resistant cashier window will offer such protection to alleviate the fears of our cashier staff, which have to deal with customers on a daily basis, and have had experiences with difficult customers in the past.
3. If staff had individual cubicles, it would give them private space to think and focus. Having their own workspace will result in staff being more efficient and productive by being able to concentrate on their work with less interruptions and distractions, such as outside conversations. Staff would also have more “privacy” when working with individuals.
4. The Business Office staff would be able to provide more training and improve on existing training for the faculty and staff, resulting in fewer documents needing to be returned for corrections, thus leading to faster processing of these documents. We would also be able to better maintain and make accessible a Business Office Manual to assist the campus with their document processing and planning. We will need to expand our knowledge to allow us to develop the checklists for faculty & staff. If adequate & up to date training were continually offered, the staff would be able to better facilitate the processing of fiscal documents; be a better resource of information for the College; improve overall proficiency, and reduce redundancy.
5. With new APT positions being filled, and promotions of existing staff to supervisory roles, leadership development would be beneficial to learn how to work harmoniously as a team. Cross training is crucial for the staff, to continue to provide full service during staffing shortages.
6. Additional student assistants to service the cashier window as well as handle routine tasks that can be supported by students will allow our office to take time to meet on a regular basis. A deterrent to meeting more often and participating in Campus events, or attending trainings is lack of coverage for the cashier window, which does not allow full participation of full-time staff.

All outcomes will be measured by the various assessment surveys taken each year. Not more than 15% of the total individuals surveyed that “completely agree”, “agree”, “disagree” or “completely disagree” will have “disagreed” or “completely disagreed” with the survey questions. The quantitative data will show that the average number of days to issue a UH Purchase Order will not exceed five days and the average number of days to submit a Payment Request to UH Disbursing will not exceed ten days. Lastly, at any time, there will be no more than five students standing in line at the cashier window waiting for assistance.

As UHMC progresses and expands, it is imperative that the Business Office staff, training, and workspace also develop so that we can efficiently handle the added workload and ever-increasing duties and responsibilities. Business Office staff requirements will continue with the escalating number of faculty, staff, and students serviced; the endless delegation of System Office functions; and new guidelines with increased responsibilities that come with stricter Policies & Procedures.