

## **FY2012 Business Office Annual Program Review Report**

### **I 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 improved customer services to UHMC's students, faculty, staff and community. We will accomplish this by creating a "friendly" atmosphere, continue to have an "open door" policy, and design avenues to "share" our knowledge. Our idea is to increase the College's awareness in the areas of fiscal management, procurement, disbursement, cash management and contract administration.

### **II 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:

- ★ Answer calls with a greeting, name and offer of assistance.
- ★ Respond to messages, via voice mail or email within 24 hours.
- ★ Instituted a Business Office comment box.
- ★ Have an "open door" policy with Friday walk-in hours between 9 a.m. and 11 a.m. 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 Business Office also continues to provide faculty & staff opportunities for professional development by offering various training and sharing of information in a helpful manner.

The greatest challenge and accomplishment in FY2012 for the Business Office involved preparing for, and actual transition to, the University's new financial management system, Kuali (KFS), effective as of FY2013. In addition to managing our normal duties and responsibilities, UHMC's conversion to KFS entailed numerous clean up of FMIS documents, account codes, inventory items, etc.; five weeks of testing during the months of April and May 2012; and re-input of FY12 procurement documents totaling \$1,023,721. Thus, adding extra work to the Business Office staff's already full workload. To ensure a successful transition, the Business Office needed to "learn" and "train" the Campus on KFS by July 1, 2012. In order to accomplish this, the Fiscal Administrator and Assistant Fiscal Administrator attended different KFS Module trainings in Honolulu, once a week, for nine weeks straight in addition to eThority training and other various sporadic KFS training. Upon returning to UHMC, in the same week, training was provided to the Campus on the Modules that were just learned. This took a tremendous toll on the entire Business Office staff as it reduced the actual number of work hours spent on their daily duties and responsibilities at a critical time of the year, Fiscal Year End. Still, the Business Office closed its books in a timely fashion and did not "shutdown" the processing of procurement documents.

In addition to KFS training, the Business Office provided training in November and December on the new UHMC Document Tracking System which was implemented in January 2012. We also provided individualized/group training in the area of:

- ★ pCard Review
- ★ Cash Handling, Advance Deposits, Credit Card Deposits and Accounts Receivable Procedures including Invoicing & Payments
- ★ Extramural Procurement (e.g. Service Agreements, Evaluators, Lease Agreements, Honorariums, Equipment, Summer Housing)
- ★ Price Reasonableness Form 95
- ★ Reviewing/Evaluating a Written Quotation
- ★ Extramural Contract/Grant Budgeting
- ★ Stipends / WH-1
- ★ Reconciling Accounts
- ★ Out-of-State Travel
- ★ eFMIS

What's more, we continued to educate the Campus on the Business Office's role and participated in campus activities that required a Business Office perspective, to alleviate any future confusion that may arise in regards to University policies & procedures.

Lastly, to provide better assistance and advice to the College, the Business Office continues to cross-train amongst our selves to be better prepared when someone is out for an extended period of time.

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

In an analysis and assessment of the quantitative and qualitative data, in relation to the Business Office's staff support, financial resources & facilities, the Business Office came to the following conclusions.

The Fiscal Year 2012 Faculty & Staff Administrative Affairs Survey was not very positive. 246 individuals took the survey. In general, the Business Office's satisfaction survey results improved compared to FY 2010. The survey questions that showed a decline were "Business Office provides high quality service.", (58.6% completely agreed and agreed, compared to 59.7% in FY2010), "Business Office provides services in a timely fashion.", (44.5% completely agreed and agreed, compared to 44.9% in FY2010), and "Cashiering hours of operation are adequate.", (60.9% completely agreed and agreed, compared to 62.8% in FY2010), all other areas improved.

The Business Office's staffing shortage continues to play a major factor in the quality and timeliness the Business Office can provide. Only 44.5% of the individuals surveyed, "completely agreed" or "agreed" that the Business Office provides service in a timely manner substantiates this. This staffing shortage continues to lead to the staff being less helpful and courteous. (58.6% surveyed "completely agreed" or "agreed" that the Business Office provides high quality service.) 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. (41.4% surveyed "completely agreed" or "agreed" that the Business Office provides adequate training.) Documents that are

submitted incorrectly take longer to audit, have to be returned to the requisitioner, and the entire process takes longer. Comments received from the Academic Year 2011-2012 Administrative Services Assessment Survey also confirms that the Business Office's assessment that we are understaffed and overworked is a valid assessment.

The Business Office's staffing shortage can also be authenticated when compared to the other Community Colleges Fiscal Year 2012 document transaction counts. UHMC processed the most UH documents amongst all the Community Colleges, which amounts to 2,026 more than the next closest Campus. UHMC processed 16% more RCUH documents than Kapiolani, 148% more than Leeward and over 300% more than Honolulu. Documents processed through RCUH require additional knowledge in various Federal, State, & County contract/grant terms and conditions and are therefore more difficult and time consuming to review.

An analysis of UHMC's documents processed in fiscal year 2012 also shows the following.

1. The average number of days required to submit a UH Purchase Order payment document to UH Disbursing increased significantly from 8.8 days in FY11 to 16.2 days in FY12.
2. The following types of documents processed by the Business Office have also increased in the last fiscal year.
  - a. RCUH Purchase Orders
  - b. UH Authorization for Payments
  - c. UH & RCUH Mileage Reimbursements
  - d. Stipends
  - e. RCUH General Journal Vouchers
  - f. UH & RCUH Payroll Journal Vouchers
  - g. UH Contracts
  - h. Accounts Receivable Invoices Issued
  - i. RCUH Inter-Island Travel
  - j. UH & RCUH Out-of-State Travel
  - k. eDeposits
  - l. Stop Payment/Cancelled Checks
  - m. Refunds issued through Banner
  - n. RCUH Non-Employee Reimbursements
3. The average number of workdays required to issue a UH purchase order stayed the same at 5.6 days.
4. The time it takes to issue a Departmental Check decreased from 8.83 days to 5.5 days. Because the Departmental Checks are cut in the Business Office, we can monitor the payment dates and issue a check closer to the due date and the University can continue to earn interest on the funds.
5. 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 FY12 the Business Office authorized 2,226 UH personnel documents and various RCUH personnel documents related to 61 RCUH employees.

In our analysis of the "Academic Year 2010-2011 Administrative Services Student Survey", the following conclusions exist.

1. Tuition refunds checks are distributed in a timely fashion.

2. Staff is courteous and helpful.
3. Cashiering hours of operation are adequate.

More than 50% of students that answered the survey “agreed “ or “completely agreed” with the positive survey question. Of the comments received, half were positive, half were negative and six did not pertain to the Business Office. Again, more advertising needs to be done to let the students know that payment may be made on-line via the Internet by means of credit card or checking/saving accounts. This service is provided to the students to allow them to pay their tuition 24/7 at their convenience without having to physically come to campus.

As it stands, the Business Office’s financial resources are inadequate to handle the constant delegations from the UH System Offices and the development of the College. Funding for additional personnel, fiscal year end closing overtime costs and daily operational costs, are needed to accomplish our work in a timely manner and in order to provide exceptional customer service to faculty, staff, students and community.

#### IV 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: Increase our knowledge and understanding of various policies & procedures.  
Plan: Observe and learn from other Community College’s Business Office, Disbursing Office, Property & Fund Management Office, RCUH, etc. and take advantage of various conferences, trainings, and networking opportunities.  
Objective: By obtaining proper and adequate training, via 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. We will pass the knowledge that we’ve learned on to the field, and provide better customer service via the following trainings.
  - a. pCard refresher training on policies & procedures
  - b. extramural project closeout process
  - c. procurement process overview (requisitions/purchase orders & payment documents)
  - d. creating & processing travel documents
  - e. inventory management
  - f. account management
  - g. cash handling policies & procedures
2. Goal: Streamline Document Processing.  
Plan: Re-evaluate the current document processing/workflow and update flow charts.  
Objective: To manage the continuous delegations from the UH System Offices and the expansion of UHMC we will streamline the document processing for increased efficiency and decreased turnaround time. By reviewing and possibly reallocating the staff’s current workload, in addition to cross training, it will enable us to improve our processes with the limited amount of staffing we currently have.
3. Goal: Establish Business Office Website.  
Plan: Work as a team with the appropriate people/person to get information on our website.  
Objective: To be used as a resource tool for the Campus.

4. Goal: Minimize Campus confusion with regards to various policies & procedures.  
Plan: Conduct “talk story” sessions with various campus representatives to facilitate document processing  
Objective: To reduce frustration and open campus communication.
5. Goal: Maintain good working relationships.  
Plan: Engage in a Business Office retreat.  
Objective: Preserve camaraderie within the Business Office.
6. Goal: Build a foundation for a better working relationship with Campus support staff.  
Plan: Develop mini interactive training activities.  
Objective: Increase communication & build trust that will result in a harmonious environment.

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

#### V 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 2011-2012 Administrative Services Assessment Survey, Academic Year 2010–2011 Administrative Services Student Survey, comparison with other Community Colleges staffing and analysis of UHMC’s quantitative data include:

1. Update Position Description/Classification of APT, Institutional Support staff to reflect increased/changes in duties and responsibilities. (\$13,927)
2. Two additional APT positions and one Civil Service position. (\$119,484)
3. Redesign of the Business Office to accommodate additional positions by renovating the cashier area and reconfiguring the existing modular furniture into smaller cubicles.
4. Additional funds for student assistants. (\$13,000)
5. Funds to attend off island training. (\$6,000)

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

1. Funding for personnel would reduce the turnaround time of UH & RCUH document processing and accounts receivables, and will ensure the pCard auditing process is done on a timely basis. This in turn would lead to happier students, faculty, staff and vendors, and prevent audit findings and fines.
2. Customer service, staff moral and efficiency would also be improved.
3. 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.
4. We would also be able to better maintain and make assessable a Business Office Manual to assist the campus with their document processing and planning.
5. By obtaining more training, the Business Office staff would: better facilitate the processing of fiscal documents; be a better resource of information for the campus; improve their procurement proficiency, and could even explore ways in reducing redundancy.

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. 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 also grow, so that we can efficiently handle the added work load and ever-increasing duties and responsibilities. The need for more Business Office staff 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 the additional four year programs.