

## I. Mission Statements Overview of Department

### A. Mission and Vision of UH Maui College

#### MISSION

University of Hawaii Maui College  
is a learning-centered institution  
that provides affordable, high quality  
credit and non-credit educational opportunities  
to a diverse community of lifelong learners.

#### VISION

We envision a world-class college that meets current and emerging Maui County education and training needs through innovative, high quality programs offered in stimulating learning environments.

The College mission, goals, and actions will be guided by the Native Hawaiian reverence for the ahupua`a, a practice of sustaining and sharing diverse but finite resources for the benefit of all.

## B. Mission and Vision of Administrative Services (Org Chart)

The Office of Vice Chancellor of Administrative Affairs is responsible for providing administrative support services and activities for all organizational units, departments, students, staff, and faculty college-wide in order to enhance the institution's student learning outcomes.

The Office develops, drafts collaborates and executes UHMC planning policies; coordinates the development of the long-term, biennium, and annual operating budget; coordinates the development of the capital improvement and repairs and maintenance requests; actively cooperates with marketing and student affairs to project tuition and fee revenues; orients UHMC staff on new systems e.g., Kuali and executes budget plans; assists programs with budget management; prepares budget reports; ensures compliance with equal employment opportunity and affirmative action principles and guidelines; assesses and reports annually on impact of services on student learning outcomes; and serves as legislative liaison.

### C. Mission, Vision and Function of the Department

#### **BUSINESS OFFICE MISSION STATEMENT**

The Business Office provides high quality service and support to credit, non-credit and extramural programs within the College. The Business Office provides administrative services in the following areas: financial accounting, budgeting, purchasing, disbursing, cashiering and cash management, auxiliary services, contract administration, payroll, as well as the development and administration of internal policies and procedures for these areas.

## **BUSINESS OFFICE FUNCTIONAL STATEMENTS**

1. Administers procurement activities and ensures timely compliance with applicable rules, regulations and procedures including vendor payments.
2. Oversees the financial account code structure.
3. Administers payroll.
4. Provides cashiering services.
5. Facilitates the development of grant applications by UHMC applicants and monitors the finances for extramural programs and ensures compliance with applicable rules, regulations, and procedures.
6. Administers disbursement of funds for payment of goods and services, student refunds, and student financial aid.
7. Conducts periodic audits.
8. Manages equipment inventory accounting.
9. Prepares financial reports.
10. Assists programs with financial management and provides annual assessment of effective program financial management.
11. Provides training for the college in business office matters.
12. Submits annual and comprehensive program reviews.

## **II. Overview of Department, Strategic Plan Goals and Objectives & Campus Program Review Relationships**

### **A. Vision of the Department over the next 5 years.**

The Business Office's vision over the next 5 years is to provide improved customer service to UHMC's students, faculty, staff & 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. In addition, we need to insure that we keep up with changes in technology and the constantly evolving University policies & procedures and State and Federal rules & regulations. To achieve our vision it is critical that the Business Office grows professionally as individuals and as a "team", and as well as in the number of staff.

### **B. Goals of the Department and connection to the function as well as the UH CC Mission and Strategic Plan Goals and Objectives.**

The Community College's focus is to provide total quality education. This implies providing quality work and service when working with students, faculty, staff and the community. Total quality education means that how we interact with others and how we advocate ourselves, must be of high quality. Faculty and staff must be well trained and up to date in their areas of expertise and supportive of their students and colleagues in promoting a quality-learning environment. The following Business Office goals are aligned with meeting the Community College's focus in providing total quality education.

Goal 1: Build and maintain a productive working relationship with students, faculty, staff and community. This includes the ability to “Function as a seamless State System, UHCC Goal B.” By applying a collaborative student support system involving all colleagues within the UHMC Ohana and the UH system we can achieve this goal.

Goal 2: Provide faculty & staff opportunities for professional development, to include the areas of fiscal management, procurement, disbursement, cash management and contract & grants management. This goal coincides with “UHCC Goal D: Develop our human resources: Recruitment, Retention & Renewal” (To sustain and enhance a skilled, knowledgeable and productive workforce, committed to the delivery of high quality education and service.) By offering various training and sharing information in a helpful manner we can reach this goal.

Goal 3: Keep abreast of new technology and changes to multiple UH policies & procedures and State & Federal rules & regulation in order to enhance efficiency. This goal relates to “UH CC Goal E: Development an effective, efficient, and sustainable infrastructure to support student learning.” By taking various workshops and attending networking conferences we can accomplish this goal.

C. Goals of the Department and connection to the function as well as UHMC Mission and Strategic Plan Goals and Objectives.

UH Maui College's energy and resources are focused on the following: (1) educational effectiveness and student success, (2) a learning applied research, and service network, (3) a model local, regional, and global college, (4) investment in faculty, staff, students and their environment, and (5) resources and stewardship. The Business Office's goals are in line with meeting four of UHMC's five goals.

UHMC's Goal 1 to "Embrace a culture of excellence and performance as the hallmarks of effective student learning and success.", *Objective 1* to "Achieve a shared institutional culture that makes student learning and success the responsibility of all.", *Objective 2* to "Achieve a shared institutional culture that treasures diversity and inclusion, honors collegiality and continuously strives for exceptional performance."; Goal 2 to "Engage in intellectual and educational activities that enable the county of Maui and the State of Hawaii to flourish.", *Objective 2* to "Provide access for students, faculty and staff to a first-class information technology infrastructure, support and services that sustain and enhance instruction, applied research, and administrative services."; Goal 4 to "Recognize and invest in human resources as the key to success and provide an inspiring work environment", *Objective 1* to "Create a culture of excellence by recruiting, rewarding and empowering faculty and staff and fostering a spirit of appreciation for all college employees."; and Goal 5 to "Acquire, allocate and manage the resources needed to achieve success and exercise responsible stewardship over University assets.", *Objective 1* to "Build an effective public and private constituency whose support provides revenue for the achievement and implementation of Strategic Plan Goals.", *Objective 2* to "Allocate and manage resources to achieve continuing improvements in organization, people and processes." are all addressed by the Business Office's three goals (1) "Build and maintain a productive working relationship with students, faculty, staff and community.", (2) "Provide faculty & staff opportunities for professional development, to include the areas of fiscal management, procurement, disbursement, cash-management and contract & grants management." and (3) "Keep abreast of new technology and changes to multiple UH policies & procedures and State & Federal rules & regulation in order to enhance efficiency."

Action Strategies to be taken to achieve our goals include:

- ✓ Maintain all aspects of the College as a learning-centered institution.

- ✓ Provide students with access to a seamless UH system with full articulation between all campuses.
- ✓ Use technology to enhance student learning and the quality and efficiency of student service functions.
- ✓ Support the well being of each individual in an atmosphere of open communication, integrity and mutual respect.
- ✓ Recognize experimentation and institutional transformation as an ongoing process.
- ✓ Maintain and continuously fund basic technology infrastructure, training and support that improve the efficiency and effectiveness of the entire college community.
- ✓ Acquire needed equipment to meet the on-going technological needs of the college campuses on the three islands.
- ✓ Encourage excellence in faculty and staff performance by continually offering opportunities for professional growth and renewal.
- ✓ Reallocate resources as needed to ensure support for those programs deemed critical to the goals of Strategic Plan.
- ✓ Evaluate the appropriateness, adequacy and effectiveness of student services and use the results of the evaluation as a basis for improvement.
- ✓ Conduct a comprehensive review and redesign of administrative and student support processes; leverage information technology and best practices to improve efficiency and effectiveness.
- ✓ Use management procedures and planning and budgeting processes that promote the economical, efficient, and effective use of resources.

D. Organizational Chart (include temporary, casual, student positions also)

SEE ORGANIZATION CHART INCLUDED.



### **III. Analysis of Qualitative and Quantitative Data**

- A. Satisfaction Surveys – Qualitative Data (Staff/Faculty and Students)**
- B. Qualitative Data (i.e. number of P.O.'s processed, number of work orders, etc.)**
- C. Narrative that explains results of qualitative and quantitative data.**

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

In Fiscal Year 2013, 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 4382 for Fall 2012 and 3966 for Spring 2013 it is quite disturbing that only a handful of students actually took the time to complete the survey. When it comes to refunds, 101 students out of a total of 164 students agreed or completely agreed that their refunds were distributed in a timely fashion, (62%). With regards to staff being courteous and helpful, 144 students out of a total of 164 students agreed or completely agreed that the staff was courteous and helpful, (88%). Lastly, are the cashiering hours of operation adequate, 124 students out of a total of 164 students agreed or completely agreed that the hours were adequate, (76%). Given these percentages we concluded that the results were overall positive.

The survey comments did show that some students that took the survey were not aware of the fact that the survey pertained to the Cashier located on Maui in the Business Office. Comments were made about the UHMC Bookstore, Cafeteria, Molokai Education Center, Admissions & Records, and Financial Aid. Therefore, future surveys should specify that the questions, pertains to the Cashier located on Maui in the Business Office.

There also needs to be more advertising done to let the students know that payment should be made on-line via the Internet by means of credit cards 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. Some students commented on having to drive to campus to pay when they could have paid on-line via the Internet.

SEE STUDENT SURVEY COMPARISON DATA FOR DETAILS.

UHMC has a faculty / staff FTE of 244 with 246 individuals taking the survey. The Fiscal Year 2012 Faculty & Staff Administrative Affairs Survey was not very positive. In general, the Business Office's satisfaction survey results improved compared to FY 2010. The only survey questions that showed a decline were "Business Office provides high quality service.", (58.56% completely agreed and agreed, compared to 59.69% in FY 2010), "Business Office provides services in a timely fashion." (44.55% completely agreed and agreed, compared to 44.88% in FY 2010) and "Cashiering hours of operations are adequate.", (60.91% completely agreed and agreed, compared to 62.79% in FY 2010), all other areas improved.

When asked, "Business Office provides service in a timely fashion." only 44.55% completely agreed or agreed. Compared to FY 2010 where 44.88% completely agreed or agreed that the Business Office provides service in a timely fashion. When asked, "Fiscal financial reports are adequate." only 45.91%, not even half of individuals surveyed, completely agreed or agreed that fiscal financial reports are adequate. In FY 2010 it was 41.40%. The Business Office's staffing shortage continues to play a major factor in the timeliness and adequacy of service the Business Office can provide.

When asked, "Training provided by the Business Office has been adequate." only 41.44% completely agreed or agreed, again this percentage is less than 50%. In FY 2010 it was 37.99%. When new or revised policies & procedures become known, the Business Office does not have the time and staffing to provide adequate training to the field, this lack of instruction causes confusion and frustration for the faculty, staff, and the Business Office. Documents that are submitted incorrectly take longer to audit, have to be returned to the requisitioner, and the entire process takes longer.

Although the Business Office cashiering hours have not changed, when asked, "Cashiering hours of operation are adequate." only 60.91% completely agreed or agreed compared to FY 2010 where 62.79% completely agreed or agreed.

When asked, "Have services from the Business Office improved or declined over the past year." 24.15% said our services improved, 63.29% said our services stayed the same and 12.56% said it declined. Compared to FY 2010 when 23.33% said our services improved, 60.83% said our services stayed the same and 15.83% said it declined. Also when asked "Procurement policies and procedures are readily accessible." 54.50% completely agreed or agreed (compared to 54.26% in FY 2010) and when asked "Staff is courteous and helpful." 73.64% completely agreed or agreed (compared to 73.23% in FY 2010). All three survey questions showing a slight increase in percentage.

SEE FACULTY & STAFF SURVEY COMPARISON DATA FOR DETAILS.

The following 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.

- More personnel needed to support expanding grant programs and college in general.
- The business office is always slow in approving requisitions and issuing POs. This jeopardizes the ability of programs to implement their projects on a timely basis and creates bad relationships with vendors that are asked time and time again if they could grant extensions for quotes. This inefficiencies of the business office trickle down negatively through every facet of the college that rely on procurement to get things done. Some staff have been helpful in the past, but there seems to be an overall culture of apathy in the business office and certain personnel that thrive on making matters difficult for those who follow proper procurement procedures but are delayed nevertheless.
- Paperwork gets stacked in the business office. Suggest everyone cross trained so that everyone can help when needed. Vendors must be paid on time or timely fashion...unacceptable when vendors payments are delayed.
- Cross training the personnel in the office may help to expedite processes.

An analysis of UHMC's quantitative data for Fiscal Year 2013 reveals the following.

- Various types of documents processed by the Business Office have increased in the last fiscal year without an increase in staffing.
  - a. UH pCard transactions increased by 417 transactions. This growth is due to the escalation in extramural pCard usage.
  - b. UH/RCUH Authorization for Payments increased by 142 transactions. This is due to the increase in funds service ordered to RCUH for RCUH employees and increase in extramural contracts and grants.
  - c. Accounts Receivable Invoice increased by 54 transactions.

- d. UH/RCUH Inter-Island Travel documents increased by 764 transactions. UH/RCUH Out-of-State Travel documents increased by 95 transactions. This is due to the increase in extramural contracts and grants, and various awards issued by the Community College's.
  - e. RCUH Mileage documents increased by seven transactions.
- The data also shows the average number of days it took the Business Office to issue a UH Purchase Order increased by about 2.4 days. This may be due to the implementation of KFS.
  - It is also important to note that the Business Office processes two travel documents for each travel taken, a travel request and a travel completion, for a total of 3,264 travel documents in FY13.
  - 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 by the Business Office. In FY 2013 the Business Office authorized 2,556 UH personnel documents and various RCUH personnel documents related to 74 "regular" RCUH employees and 16 "other" RCUH employees, in addition to the numerous fiscal and procurement documents we processed.

With the continuing budget reductions/restrictions along with UHMC's increasing enrollments, escalating extramural contracts/grants and developing physical plant the Business Office still endures a staff shortage which is evident in the qualitative and quantitative data. With the increase in turn around time, of about 2.5 days, to issue a UH purchase order, the satisfaction survey provides proof that the Business Office workload per a person is still excessive and therefore, additional personnel are necessary.

#### IV. Analysis of Human and Financial Resources

##### Human Resources

- A. Positions – list
- B. Positions compared with other campuses
- C. Position groupings (i.e. ground keepers, custodians, maintenance)  
as compared to other campuses

##### Financial Resources/Facilities

- D. Budgets (all means of financing), needs assessment
- E. Contracts, other costs
- F. Equipment
- G. Offices, Office space and storage

##### Human Resources

UHMC's Business Office's permanent total position count is two less than Hawaii CC and one less than Kapiolani CC and Honolulu CC, but UHMC (\$20.3 million) has \$18.6 million more than Hawaii CC (\$1.7 million), \$12.7 million more than Kapiolani CC (\$7.6 million) and 35 times more extramural funds than Honolulu CC (\$577,310). This difference in extramural funding can be seen when comparing the number of RCUH documents processed. UHMC processed the most RCUH documents for a total of 913 with the closet campus (Kapiolani CC, 553) processing only 60% the number that Maui processed. The complexities associated with extramural programs greatly impact the overall Business Office workload. In addition, UHMC processed the second most UH/RCUH documents combined (13,131) with the most pCard transactions (4,490). We also processed the second most UH Inter-Island Travel (1,300), Payroll Journal Vouchers (108) and Account Receivable Invoices (206). These numbers support the need for additional Business Office staffing to keep up with the quantity of work the Business Office is required to process in comparison to Hawaii CC, Kapiolani CC and Honolulu CC.

Note: Document / Transaction counts referenced are for specific documents only and are not inclusive of all documents actually processed by the Business Office.

#### Financial Resources/Facilities

Due to staff shortages, extended registration hours, fiscal year end closing and the implementation of KFS the Business Office's financial resources are barely adequate to cover the necessary overtime costs needed to accomplish our work on a timely basis. FY 2013 budgeted overtime funds were \$25,000, actual overtime costs were \$14,420. Due to the demanding workload, overtime documents were not processed in a timely manner and will therefore be reflected in FY14 and far exceed the budgeted amount. Additional funds need to be allocated to provide more staffing so that overtime will not longer be required to accomplish the essential work.

The Business Office has three major agreements budgeted they are: Loomis Armored Car Service, Xerox and Bank of Hawaii. The Loomis agreement (\$4,881) is essential in order for UHMC to be in compliance with the University's Administrative Procedures and meet audit requirements. With KFS being a paperless system, the Xerox contract (\$6,550) with scanning capability facilitates the Business Office in performing our tasks more efficiently. Lastly, with the rising number of students paying via credit card, our FY 2013 credit card fee total was \$39,492. This increasing expenditure is something that will continue to rise and is not something that the College can control. Additional money needs to be apportioned for this escalating cost.

Our FY 2013 supply / travel budget was barely enough for the Business Office to purchase the minimum supplies and travel a maximum of once a month to attend meetings. Most of the supply funds were used to purchase paper for the printers to print purchase orders, and the copier to make copies of documents and

supports for our files, since all originals are sent to Honolulu for processing. No travel funds were available to attend any professional development activities.

The Business Office had a budget of only \$19,225 for students. We were fortunate in FY13 to be able to acquire a Federal Work Study (FWS) student and a Bridge to Hope student. Therefore, our actual expenditures of \$7,285 were for only one student. Without the aid of FWS and Bridge to Hope funds, our nominal budget would not have been enough to hire the crucial three student assistants. These students provide coverage for the cashier window and do filing, copying and various office duties on a daily basis. A minimum of three students assistants are vital for the Business Office to operate.

Office space in the Business Office is extremely limited. We can barely meet the fire code and at times we need to walk "sideways", like crabs, just to pass each other. This limited amount of space impacts our ability to function in a productive manner. In order to accomplish our jobs, we are often required to multitask, and therefore need sufficient space to work on various projects at once. With the additional requested staff, it will be necessary for the College to provide extra office space for the Business Office to operate in an effective way. In FY 2013, the Business Office's budget was only 1.09% of the overall College Budget. With our budget we managed General, Special, Revolving & Federal Work Study expenditures totaling \$26,552,709, and an extramural allocation of \$20,921,479. In FY 2014, additional staffing and funding is necessary in order to keep up with the College's growth and demands.

SEE EQUIPMENT LIST INCLUDED.



- V. Internal Assessment of Department
- A. Department Strengths
  - B. Department Weaknesses
  - C. Workload Analysis
  - D. Internal Policies and Procedures
  - E. Work Flow Charts and Assessment

Department Strengths

- ❖ Dedicated individuals
- ❖ Work well together (excellent team work, camaraderie between coworkers)
- ❖ Supportive of each other (help each other when needed)
- ❖ Conscientious
- ❖ Able to multitask
- ❖ Dependable & reliable (reports to work even when not feeling well)
- ❖ Detail oriented
- ❖ Friendly & helpful (courteous)
- ❖ Works beyond the required 40 hrs/wk without additional compensation to complete tasks on time.
- ❖ Works under stressful situations
- ❖ Maintains an open door policy
- ❖ Pride in completing our work accurately

Department Weaknesses

- ❖ Not able to provide 100% accuracy because we are always “rushed” and over worked
- ❖ Quality of customer service (communication skills need to be improved)
- ❖ Conscientious
- ❖ Detail oriented
- ❖ Unable to trust others work

- ❖ Not easily approachable at times
- ❖ Perfectionist (anal, needs to attain high standard of accuracy)
- ❖ Not readily available at times
- ❖ Due to heavy workload, unable to participate in campus committees
- ❖ Unable to provide the necessary training to faculty & staff
- ❖ Poor morale
- ❖ Unable to be flexible when bound by UH/MCC policies & procedures and Federal rules & regulations

### Workload Analysis

In analyzing the College's financial history over the past 20 years the College's General, Special, Revolving and Federal Work Study expenditures have more than tripled from \$9 million to \$26.5 million. Extramural and Facilitating Services allocations have exponentially multiplied from \$1.5 million to \$20.9 million. Combined, the College's Funding has more than quadrupled from \$10.6 million to \$47.4 million. In FY 2013 the Business Office processed a minimum of 13,131 various UH & RCUH transactions. Over the past five years of transaction data it is apparent that there has been a steady increase in the number of transactions tracked. The Business Office handled 9,978 transactions in FY 2008 compared to 13,131 transactions in FY 2013, an increase of 3,153. This list of documents tracked doesn't even encompass the full magnitude of documents that the Business Office handles, such as Purchase Order changes, payment documents, contract & grants, inventory, personnel, etc. The Business Office has had to take the brunt of the impact caused by this substantial growth. Although we all welcome more programs and funding that benefit the college and community, minimal Business Office support, to process documents, train new departmental employees, manage the contracts & grants, etc. have been allocated to aid with the increased workload. The Business Office's workload continues to escalate while the position count has not increased in proportion to the work. As the campus continues to grow, responsibilities delegated from the central offices,

policies & procedures change, our processing times will continue to increase without additional staffing.

SEE INTERNAL POLICIES & PROCEDURES INCLUDED (Not all inclusive).

SEE WORK FLOW CHARTS INCLUDED (Not all inclusive).

Overall assessment of our strengths, weaknesses, workload, policies & procedures and workflow shows that we possess strengths that may also be interpreted as weaknesses, our staffing is insufficient to manage our workload in a timely manner, policies & procedures are many and cumbersome. Our job requires us to be detail oriented and conscientious but at times these characteristics may be seen as a weakness in getting our job done in a timely manner. The teamwork and support the Business Office has built within our office needs to be extended throughout the campus community as a means of providing excellent customer service. In keeping with our open door policy, we continue to make ourselves more approachable and available in helping/training faculty & staff. The Business Office will continue to be “rushed”, overworked, and have a poor morale as long as the workload problem is not corrected with additional staffing. In addition, we have had to institute our own internal policies & procedures to ensure that the University’s numerous established policies & procedures are being adhered to.

## VI. Improvements

Narrative that explains possible improvements to address weaknesses, maintain departmental strengths, etc.

In order to maintain our strengths, improve our weaknesses and decrease our workload, the following improvements could be made with the support of additional funding by the College.

- ➡ To improve our image, we need to provide exceptional customer service by creating a friendly atmosphere with open communication.
- ➡ Continue to maintain an open door policy, in addition to making an appointment.
- ➡ To keep up with University policies & procedures and State & Federal rules & regulations we need to take advantage of various conferences, trainings, and networking opportunities.
- ➡ Review office workflow to streamline document processing for a more efficient turn around time.
- ➡ Establish the Business Office's website to provide easy access to various fiscal, procurement, disbursement, cash-management, contract & grant, etc. information.
- ➡ Set up an orientation program for new employees to include a Business Office reference manual.
- ➡ Through proper training of support staff, decrease the time it takes to process documents by reducing the number of errors upon submittal.
- ➡ Continue to take professional development classes from OCET to preserve the camaraderie within the Business Office.
- ➡ Continue to cross-train amongst our selves to be better prepared when someone is out for an extended period of time.

- ➡ 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.
- ➡ Participate in campus activities that require a Business Office perspective to alleviate any future confusion that may arise in regards to University policies & procedures.
- ➡ In recognizing that the Business Office is overworked and understaffed, provide the necessary funding to hire additional personnel, which would significantly improve the staff's morale.

These potential improvements will aid the Business Office in providing the best possible service we can as the College continues to expand.

VII. Future Direction – Action Plan (with timelines and resource requirements),  
Resource requirements, priorities and projected outcomes.

The Business Office's past, present and future direction has been to provide the highest quality of customer service we can with our limited resources. This has been extremely difficult as the College and Community continues to develop and resources are stretched to their limit. Actions to be taken by the Business Office in these tough economic times will be to:

1. Build and maintain a productive working relationship with students, faculty, staff and community by creating a "friendly" atmosphere, continuing to have an "open door" policy and applying a collaborative student support system involving all colleagues within the UHMC Ohana and UH System.
2. Provide faculty and staff opportunities for professional development, to include the areas of fiscal management, procurement, disbursement, cash management and contracts & grants administration by offering various training and sharing information in a helpful manner.
3. Keep abreast of new technology and changes to multiple UH policies & procedures and State & Federal rules & regulations in order to enhance efficiency by taking various workshops and attending networking conferences.

To fully succeed in reaching our objectives it is critical that the Business Office grows professionally as individuals and as a "team", as well as increases our staffing.

### Action Plan #1

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

Starting immediately:

- ★ Every month, the Business Office will pick a topic for discussion and be available for the clerical staff to come “talk story” in Paina from 9 – 10 a.m.

Continuous:

- ★ “Open door” policy, in addition to making an appointment.
- ★ 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.
- ★ Messages, via voice mail or email, will be responded to within two business days.
- ★ Institute a Business Office suggestion box for constructive criticism.

We anticipate that these actions will help us build a better working relationship with our customers by creating a friendlier more approachable attitude. Letting our customers know that they are important to us by responding in a timely manner. Getting to know UHMC's support staff by “face” and “name” will help create a personal connection. Continue with our “open door” policy by making ourselves available to assist when ever and as best we can. But most importantly, by reaching out to the Campus to find out how we can help them succeed in submitting their documents correctly. This in turn will reduce the number of errors and the need for corrections to documents submitted, allow us to process documents faster and more efficiently, and reduce frustration. Ultimately, by discovering and adapting to the needs of our customers to get our

needs/goals accomplished, it will produce better survey results and comments, and everyone being happier and more helpful individuals.

### Action Plan #2

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

#### Starting Fall 2014:

- ★ Provide yearly pCard refresher training for all current pCard holders.
- ★ Set up an orientation program for new employees to include a Business Office reference manual.
- ★ Provide yearly RCUH Payment workshops.
- ★ Provide yearly RCUH Travel workshops.
- ★ Provide yearly RCUH Requisition workshops.
- ★ Provide yearly Stipend training.
- ★ Provide yearly SuperQuote training.
- ★ Establish the Business Office's website to provide easy access to various fiscal, procurement, disbursement, cash-management, contract & grant, etc. information.

#### Starting Spring 2015:

- ★ Provide yearly Inventory training to assist in completing the College's Annual Inventory Report.

#### Continuous:

- ★ 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.



- ★ Participate in campus activities that require a Business Office perspective to alleviate any future confusion that may arise in regards to University policies & procedures.

Various yearly training/workshops will assist in the proper submittal of documents to the Business Office and prevent any corrective action from being taken. With the proper training of new employees and easy access to information via the web, the Business Office expects it will reduce the number of document errors that are submitted and decrease the time it takes for us to process the documents. Lastly, when looking at the bigger picture the Business Office wishes to get involved with new campus developments that may require the Business Office's input with regards to University policies & procedures, to share our knowledge, provide guidance and avoid mistakes.

### Action Plan #3

Provide better assistance and advice to the College by taking various workshops and attending networking conferences.

Starting immediately:

- ★ To keep up with University policies & procedures and State & Federal rules & regulations we need to take advantage of various conferences, trainings, and networking opportunities.
- ★ Conduct "study group" sessions amongst the Business Office to review existing and go over new or changed policies & procedures to ensure there is no conflicting information being communicated to the Campus.
- ★ Observe and learn from other Community College's Business Office, Disbursing, Property & Fund Management Office, RCUH, etc.

#### Continuous:

- \* Review office workflow to streamline document processing for a more efficient turn around time.
- \* Continue to take professional development classes from OCET to preserve the camaraderie within the Business Office.
- \* Continue to cross-train amongst our selves to be better prepared when someone is out for an extended period of time.

These actions will enhance our efficiency in providing support and guidance on the various University policies & procedures and State & Federal rules & regulations by increasing our knowledge in these areas. By obtaining more training and networking, the Business Office staff will be a better resource of information, improve our proficiency in all areas, and could even explore ways of reducing redundancy. We will pass our acquired knowledge to the "field" thus reducing errors, corrections, and frustration of all parties, resulting in a quicker document turn around time. As we continue to take professional development classes, we will use what we've learned in our daily work environment to better serve our customers. We also hope to discover ways to work more productively and be able to adjust to the continuous development of the College and various changes as that come along.

#### Resource Requirements

To successfully implement our action strategies the Business Office will require the following resources.

1. Update position descriptions to reflect any changes in employees duties and responsibilities.

2. Two APT, Institutional Support Position Band B. (\$93,024) —

3. Civil Service, Account Clerk III, SR11. (\$29,988)

4. APT, Institutional Support Position Band A. (\$38,148) (8 cont'd)

5. Two Student Assistants. (\$10,000)

*MAN FUNDS  
BAND FUNDS*

6. UH and RCUH training. (\$3,000)
7. Out-of-State training. (\$3,000)
8. Office supplies. (\$5,000)
9. Increase in the Credit Card Merchant Fees. (\$15,000)
10. Security equipment for the Cashiering area.
11. Office space and lunch/break room.

With continuing budget reductions/restrictions along with UHMC's increasing enrollments, escalating extramural contracts/grants and developing physical plant the Business Office still endures a staff shortage which was evident in the qualitative and quantitative data. When evaluating the output of the Business Offices, UHMC processed more extramural procurement documents than all the other Community Colleges. Current staffing is insufficient compared to Hawaii CC, Kapiolani CC and Honolulu CC, and the complexities associated with extramural programs greatly impact the overall Business Office workload more than the other CC's. The requested update in position descriptions is mandatory due to the increase in technical duties and responsibilities assigned. The Institutional Support, Band B's, will assist in the management and training of all areas of extramural contracts & grants. The Account Clerk III will be responsible for all RCUH disbursement transactions. The Institutional Support, Band A, will assist in the management and training of pCards. Student assistants will continue provide coverage for the cashier window and do filing, copying and various office duties on a daily basis. Overall, the Business Office has not been given enough new positions to handle the current workload let alone the extra workload created by the various new programs and extramural contracts & grants.

With new and substantial changes in UH & RCUH policies and procedures and State & Federal rules & regulations, the Business Office requires funding to attend workshops, conferences and networking opportunities. By attending

these functions, it will enable our staff to grow and provide proper guidance to the Campus. It will also allow our staff to build relationships with the Central Offices and State & Federal Agencies.

To assist with our office operations the Business Office is in need of office supplies. With our current budget we can purchase only a minimum of supplies and most of our current supply money goes to purchasing paper.

An increase in the Business Office's budget, to cover the cost of the Credit Card Merchant Fee due to the bank, is not an option for the College.

The Business Office's configuration does not allow for an unobstructed visual line of sight of the cashiering area. This is clearly a security issues that needs to be addressed. By installing security cameras the cashing staff may be seen via monitors set up in various locations and may also server as a deterrent. Installation of panic buttons will provide a sense of security for the staff in case of an emergency.

As it is, office space in the Business Office is already limited. The Community College's Safety Officer has previously warned us that certain areas in our office did not meet the fire safety code. With the additional requested staff, it will be necessary for the College to provide extra office space for the Business Office to operate in an efficient & safe manner. By lacking a lunch/break room the staff often eats their lunch at their desks and ends up working while rushing to eat. The lack of a normal lunch break to consume our food can lead to health problems and extended sick leave.

#### Projected Outcomes

Staffing has always been an issue with the Business Office. The amount of work per a person is excessive and therefore, additional personnel are needed. The

requested update in position descriptions are necessary due to the increase in technical duties and responsibilities assigned. Without the position description updated the employees are being asked to perform tasks that may be outside of their job description and could potentially notify their union or refuse to do the work.

The Institutional Support, Band B's, will assist in the management and training of all areas of extramural contracts & grants. This includes the proposal stage, execution of the award, establishment of an account, implementation of the project goals and objective (approving procurement documents), tracking of cost sharing and effort reporting, processing program/budget changes and final close out of the contract or grant. Because the University as a whole is placing emphasis on extramural grant close out, these positions will insure UHMC's extramural projects are closed in a timely fashion and the College is not financially penalized for non-reimbursed expenditures. With these additional positions the whole extramural process would run smoother (increased efficiency, reduced frustration, happier individuals) and the extramural project personnel would receive more personal training/assistance in managing their grants (friendly customer service with open communication).

The Account Clerk III will be responsible for all RCUH disbursement transactions. Because the main responsibility of this Clerk would be to pay bills, the field will no longer receive calls from irate vendors asking for payment, as they would be paid on a timely basis (happier customers). More vendors would accept our purchase orders knowing that payment would be timely. Thus providing a bigger pool of merchants to purchase from and possibly get better prices for the College and save money.

The Institutional Support, Band A, will assist in the administration and training of the University's pCard program. This includes the application process, guidance

on the allowable usage of pCards, review and approval of pCard purchases, and corrections to accounting errors made by pCard holders. The University is strongly advocating for purchases, less than \$2,500, be handled via a pCard, this position will insure the pCard purchases are reviewed and approved in an expeditious manner. With this position more employees may be able to obtain pCards (improved productivity, decreased frustration, happier individuals) and obtain immediate materials and supplies for their classes/students.

Student assistants will continue to provide coverage for the cashier window and do filing, copying and various office duties. This helps in alleviating some of the Business Offices workload. We would then be able to prepare training materials/reference guides and provide more training. More training would result in fewer errors, reduced frustration, faster turn around time and satisfied customers.

By attending training provided by the Central Offices, we will be learning from the "experts" in the various fiscal areas. As we learn from these "experts" we will be better able to provide proper guidance to the Campus. We will learn what these "experts" look for when processing documents so that when the Business Office receives documents from the field we can assist in ensuring the documents are proper and complete so that when they are submitted to the Central Offices for processing they are not returned. Overall this will save time for all parties involved, but more importantly reduce frustration. Another important outcome that will immensely benefit the College by the Business Office attending these trainings would be the contacts we would make and relationships we build. These relationships could help in situations when the College needs documents expedited and/or approved. By building a good working relationship with the Central Offices the Business Office would not be hesitant in requesting "special handling" of our documents when necessary. These requests are extremely important when students and payroll are involved.

Attendance at federal conferences, are also extremely important to the College's current and future funding. At these conferences, the staff will be able to network with federal program people and attend funding agency specific workshops. By attending these workshops, the Business Office will learn more about the different federal rules & regulations. With this knowledge, we will be better able to advise our Principal Investigators and Project Directors in the management of their contracts and grants and prevent disallowed costs and audit findings, which could be costly to the College.

All knowledge acquired at the various trainings the Business Office attends will be passed on to the field. The Business Office will continue to provide individual and group training sessions on the different areas learned. We anticipate that these trainings will result in fewer errors and retuned documents, leading to faster processing, and happier customers.

In visiting other Community College's Business Office, we will observe and take note of their internal processes, workflow and workload distribution. By comparing how our College and office functions compared to other Campuses we would aim to implement those procedures that improve our overall Campus efficiency. We also plan to share ideas and information (i.e. checklists, etc.) to make our jobs easier and reduce redundancy so that we can provide more training and better customer assistance.

In order to accomplish our jobs, we are often required to multitask, and therefore need sufficient space to work on various projects at once. With added office space to organize and multitask, the Business Office will be able to function in a more productive & efficient manner. At times we are consumed by boxes of paper and feel like sardines in a can. It makes it difficult for us to concentrate and is a safety, and health hazard with all the dust. By providing additional office

space, the College will be addressing health and safety issues currently facing the Business Office.

Everyone needs a place where they can get away to clear their heads, if only for a little while. A lunch/break room would serve this purpose. We would be able to get away from our desks, socialize (bond), and discuss ideas with others in the office. By taking a break from our daily duties we will come back to our desks refreshed and ready to take on the next challenge. A lunch/break room would also boost our morale and foster happy, healthy individuals who will get more work done and call in sick less.

In summary, without the required resources it is impossible for our staff to fully succeed. We can continue to try our best to provide exceptional customer service with the limited resources that we have but as the last nine years have shown without additional staffing the results are minimal. The Business Office has not been given enough additional positions to handle the current workload let alone the extra workload created by the various new programs and extramural contracts & grants. Working at a Community College requires us to be knowledgeable in a variety of areas; with added staffing we can become experts in the areas that would be the most advantageous for the College. We can quickly respond to and provide training for substantial changes in UH & RCUH policies & procedures and State & Federal rules & regulations. Without these new positions the campus remains vulnerable to audit findings and fines. Permanent positions are needed to enable us to handle the campus' growth, delegation of responsibilities and new/changing policies & procedures. With the additional staffing requested the Campus can expect to see an average requisition turn around time of less than five working days, frequent training sessions, friendlier atmosphere with open communication, website for easy access to information, orientation manual/reference guide, courteous & helpful staff, reduced frustration, gatherings to build positive working relationships,



happier individuals, increased morale, and improved efficiency. By obtaining more training, the Business Office staff would be a better resource of information for the campus as we improve our proficiency in various areas, explore ways to streamline our document processing to reduce redundancy, and provide more training sessions to improve efficiency and reduce frustration. Acquiring additional office space and lunch/break room would reveal a happier healthier Business Office staff that is eager to provide the best customer services possible.