

FY22 & FY23 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 high quality service to UH Maui College and its partners. This includes UHMC's students, faculty and staff, as well as the community and vendors. Fostering working relationships and building networks, which will encourage collaboration amongst everyone will accomplish this. 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.

II Previous Year's Goals, Plans and Accomplishments.

To improve the success of the Campus community, we strived to build and maintain productive working relationships with students, faculty, staff and our community by creating a friendly atmosphere with open communication.

The Business Office continues to:

- ★ Encourage Departments to contact the Business Office by providing flexible scheduling to meet with faculty/staff at their convenience.
- ★ Provide informative communication on policy and procedural changes while educating 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.
- ★ Provide guidance and resources to assist in procurement, travel and cash management, while in the planning stages.

The most significant shift for the Business Office was establishment of the Procurement Service Center (PSC). Since its launch in late FY2021, PSC has been responsible for initiating and processing procurement purchases for the Operations and Maintenance Office and Security. Which consisted of the following.

- ★ Procurement Ticketing System (21 tickets open and 322 tickets closed)
- ★ 82 pCard Transactions
- ★ 173 Requisitions < \$5,000 (Non-Construction – excluding Open PO's)
- ★ 17 Requisitions < \$5,000 (Construction)
- ★ 24 Requisitions > \$5,000 (Requires Bidding via SuperQuote – Non-Construction)
- ★ 8 Requisitions > \$5,000 (Requires Bidding via SuperQuote – Construction)
- ★ 1 Requisition > \$100,000 (Requires Formal Bidding – Non-Construction)
- ★ 1 Requisition > \$100,000 (Requires Formal Bidding – Construction)
- ★ 7 Contracts

Additional noteworthy successes include:

- ★ FY 2022 Equipment Replacement purchases \$466,117
- ★ FY 2023 Equipment Replacement purchases \$184,378
- ★ All applicable KFS outstanding obligations submitted to the General Council Office for write-off.
- ★ Hana Career Pathways/Good Jobs Hawaii Grant and CN to PN Grant disbursement of funds.
- ★ Completion of Revenue Generating Account Reconciliations.
- ★ Completion of Department of Labor and Industrial Relations Certified Payroll Training.

The Business Office continues to create and update various shared Google Drives. Existing Drives that were updated includes:

- ★ Wonder World of Travel – continue to update website links, checklists, additional information and examples
- ★ pCard – continue to update forms and website links
- ★ Revenue Generating Programs – Facilities Use, Library, Health Center, Maui Food Innovation Center and Automotive Technology.
- ★ Procurement/Purchasing Guide – updated website links, checklists and examples
- ★ Banner Cashier Manuals
- ★ Business Office Cash Handling Manuals

These drives contain a wealth of information and serves as a valuable resource for the Campus' Faculty & Staff. Important elements contained in the drive are:

- ★ Policies & Procedures
- ★ Checklists
- ★ Forms
- ★ Examples of various documents
- ★ Videos
- ★ Reconciliation materials

The Business Office continues to support faculty & staff by providing opportunities for professional development by offering training and sharing of information.

Training provided:

- ★ Concur PCDO Training – February 24, 2022
- ★ Concur PCDO Training with D. Naeole – March 18, 2022
- ★ SuperQuote Training – May 24, 2022
- ★ FY 2023 Procurement Training (IT – A. Yagin, Security – F. Abreu, ELWD- J. Iriye-Meade)

Sharing of information:

- ★ FY 2023 Bus Ofc Accounts Payable Yearend Closing Schedule – May 17, 2023
- ★ Weekly Procurement Meeting with Operations & Maintenance – Started May 10, 2021 – May 22, 2023
- ★ Accounts Payable "Quick Guide" – Purchase Order Invoices for Payment

Training and information dissemination answered questions and addressed concerns departmental staff had pertaining to processes/procedures, and opened discussions regarding their upcoming projects that were in the planning stages. This accomplishment benefited both

the Business Office and the departments/programs by making a personal connection to build a better working relationship with our customers. But more importantly, the Business Office helped them succeed by creating a mutually beneficial “win-win” situation.

Although the most significant challenge for the Business Office has been vacant positions, the Business Office staff remained committed to serving the campus in spite of this. Prior FY2020, the Business Office had a total of 11.00 FTE positions. During the 2020 Legislative Session, two permanent vacant positions were swept. To further increase the staffing shortfall, the Institutional Support position (Travel Specialist) became vacant effective October 17, 2022 and the Account Clerk III became vacant effective December 31, 2022 (both over a year ago). All four positions play a crucial role in the timely processing of procurement and disbursement documents through the Business Office.

The University’s amending of their Policies continues to be a significant undertaking and accomplishment for the Business Office. Policies are continually evolving, and procedures are updated with each new change. The Business Office needs to keep abreast of the revised Policies, which has become a challenge, since the changes involve comprehensive knowledge of specific areas.

Along with the Business Office’s accomplishments and challenges, we’ve continued to participate in Campus committees that require a Business Office viewpoint. As an active College member, we have been part of the Campus Banner Committee, Academic Senate Budget Committee, Graduation Committee and Hiring Screening Committees. Last fiscal year we were also involved in the Systemwide Blue Ribbon Committee on student refunds. In addition, we took part in Campus events that promote the College and support the Community/Campus. Such events included the Emergency Response Exercise and the Campus Social Committee.

Lastly, the Business Office has been committed to constantly improve and strengthen our relationship with our customers, as we continue 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 and successful closing of the fiscal year in spite of the position vacancies. Additional Business Office staffing would result in more individualized guidance in preparing documents for submission, resulting in a quicker processing turnaround time. However, the elevated workload has taken a toll on the Business Office staff and if we do not fill our vacant positions soon, employee’s moral will continue to deteriorate.

III 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 2022, Administrative Services conducted its Faculty & Staff Survey. Twenty-one individuals took the survey. In general, the Business Office’s satisfaction survey showed that the Business Office services stayed the same compared to FY 2020. Two survey questions that

showed a slight combined increase in “completely agreed” or “agreed” percentages were that Procurement policies & procedures are readily accessible (71.43% (15 of 21 employees)) and Business Office provides services in a timely fashion (66.67% (14 of 21 employees)).

The Business Office’s excessive amount of work from the shortage of staffing continues to play a major factor in the quality and timeliness of service the Business Office can provide. 66.67% (14 of 21) of the individuals surveyed, “completely agreed” or “agreed” that the Business Office provides high quality service and only 66.67% (14 of 21) of the individuals surveyed, “completely agreed” or “agreed” that the Business Office provides services in a timely fashion. The highest satisfaction percentage was 76.19% (16 of 21) surveyed “completely agreed” or “agreed” that the Business Office staff is helpful & courteous. When new policies & procedures are announced at the UH System Level, the Business Office staff does not have the time to provide sufficient training to the field, which at times causes confusion and frustration for both the faculty & staff, and the Business Office. Documents that are submitted incorrectly take longer to audit, have to be returned to the requisitioner, which prolongs the approval process.

Due to the Covid19 pandemic, Administrative Affairs did not conduct a Student Survey from 2020 - 2023. The FY 2019 Student Survey contained three questions that pertained to the Business Office, more specifically, the cashiering operations. With an enrollment of 3092 for Fall 2018 and 2992 for Spring 2019 it is quite disturbing that only a handful of students actually took the time to complete the survey. When it comes to refunds, 177 students out of a total of 195 students agreed or completely agreed that their refunds were distributed in a timely fashion, (91%). With regards to staff being courteous and helpful, 270 students out of a total of 283 students agreed or completely agreed that the staff was courteous and helpful, (95%). Lastly, when asked if the cashiering hours of operation is adequate, 222 students out of a total of 240 students agreed or completely agreed that the hours were adequate, (93%). Given these percentages we concluded that the results were overwhelmingly positive.

All the survey percentages exceeded 90%, with a slight increase in students that agreed or completely agreed that their refunds were distributed in a timely fashion. Although 93% 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. Therefore, the University’s communications to the students regarding payment deadlines, the payment plan and refund policy/procedures are essential.

The Business Office’s document transaction counts for Fiscal Year 2022 & 2023 compared to the other Community Colleges shows that UHMC processed the second and third most UH documents amongst all of the Community Colleges, respectively.

An analysis of UHMC’s documents processed in fiscal year 2022 and 2023 shows the following:

1. The average number of days required to submit a UH Purchase Order payment document to UH Disbursing in FY 2022 was 3.93 days and FY 2023 was 16.83 days.
2. The following types of documents processed by the Business Office have increased from fiscal year 2022 to 2023.
 - a. UH Purchase Orders
 - b. P-Card

- c. Disbursement Vouchers
 - d. Payment Requests
 - e. Internal Billing/Service Billing (Non-Payroll JV)
 - f. Inter-Island Travel
 - g. Out-of-State Travel
 - h. RCUH Purchase Orders
 - i. RCUH Non-Payroll JV
3. The average number of days required to issue a UH purchase order in FY 2022 was 4.08 days and FY 2023 was 4.23 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.

The quantitative data reflects an increase in almost all areas, we believe the growth in the number of overall transactions is due to the return to normalcy after the pandemic. During the pandemic, considerable amount of procurement was done using the Higher Education Emergency Relief Funds and all travel had been frozen.

On top of the quantitative data, an assessment of our strengths and weaknesses concluded the following.

1. Tasks and transactions have become more complex, requiring additional documentation, research and knowledge. Nonetheless, the staff is hardworking and thorough. For example, oftentimes RFQ's and SuperQuotes™ only receive one (1) bid, so Form 95 Price Reasonableness is required which further delays the issuance of a PO.
2. The staff is compassionate and conscientious with student inquiries which takes time to problem solve complex situations, leaving less time to process other paper work.
3. The staff are cross trained and functions as a great team. Then again this can a liability as it distracts from timely completion of their primary responsibilities.
4. The staff is loyal to the College and cares about its success. In spite of this, overworked staff has led to declining morale and may lead to increased sick leave.
5. The staff often times goes above and beyond to complete the procurement process. However, we can no longer continue this service due to the lack of staffing. (e.g. Communicates directly with Vendors to obtain needed information in order to move forward with a purchase or payment.).
6. The staff is short on time, which makes it challenging to train Departmental support staff.
7. The staff takes pride in their work and aims to process documents error free in order to expedite documents through the Central Offices.
8. The staff puts in extra effort to fix Departmental errors, depleting their time to processes other documents and provide training.
9. Lack of staffing results in a workload backlog and puts stress on the staff.

With the continuing increase in duties & responsibilities, excessive workload, and a staffing shortage, the Business Office is overworked, which is evident in the qualitative and quantitative analysis. The document turnaround time and the satisfaction surveys provide proof that the Business Office capacity per a person is disproportionate and therefore, filling of our vacant positions is essential.

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 provided we have adequate staffing:

1. Goal: Engage with the departments/programs to learn of their upcoming projects/events for the year and to brainstorm ways to facilitate the projects/events to their successful completion.
Plan: Meet with various departments/programs to answer questions they may have pertaining to the fiscal (procurement/revenue generating/cash handling) requirements needed for any upcoming projects/events. Schedule follow up meetings to track and measure the progress to completion.
Objective: Having 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/event completion.
2. Goal: Provide step-by-step instructions or videos 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 share our best practices via a Google Team Drive.
Objective: By identifying the most efficient method to process documents, applying these processes consistently, and allowing easy access to examples and checklists, that may be easily updated as needed, will allow faculty & staff to be aware of new changes as they occur, which will reduce errors, and speed up the document workflow from start to finish.
3. 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 in person or virtual training/informational sessions, based on feedback on the area(s) guidance is most desired. Reference material will be available via a Shared 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.
4. Goal: To attend various online/virtual/in person training, which includes construction, procurement and cashiering.
Plan: Allow staff to set aside time to attend at least one online/virtual/in person training per fiscal year.
Objective: By receiving proper and adequate training, the staff will be better equipped to process documents and provide training to the Campus.

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

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 2021-2022 Administrative Services Assessment Survey, Academic Year 2018-2019 Administrative Services Student Survey, comparison with other Community Colleges staffing and analysis of UHMC's quantitative data include:

1. Fill four vacant APT, Institutional Support Positions, Band B and Band A. (\$240,000)
2. Modernize the Cashiering windows to safeguard employees from unpredictable customers. (\$30,000)
3. Redesign the Business Office to allow all employees to have a private workspace. (\$100,000)
4. Professional Development (Internal (UH) and External) and Office Supplies. (\$10,000)

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

1. The APT positions will be cross trained in cash management, procurement and disbursement. Priority will be place on student accounts, cash management, repair & maintenance, equipment, "big ticket" (or large dollar) item procurement and pCard purchases. Funding for these APT positions will ensure the students are serviced in a timely fashion and procurement for repairs/maintenance on Campus are approved expeditiously so that they do not become a health or safety issue.

The APT Band B and Band A's are responsible for all refunds and financial aid disbursements. These disbursements need to be carefully audited to ensure students are not over disbursed funds. Thus, resulting in the College having to pursue the student to return the funds. Each student account is unique and requires detailed review. (e.g. when the student is receiving financial aid, is participating in the payment plan, etc.) These positions will also audit the Revenue Generating Programs and an annual review of their Standard Operating Procedures will be done to ensure the proper processes are being followed and there are no audit finding.

The purchase of equipment and "big ticket" items are rare and often times can be overwhelming for the novice. The APT Band A will provide the personalized assistance needed by Departmental Staff for their procurement. The filling of the APT Band A position will also ensure the pCard auditing process is done in a timely manner and additional pCards could 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.

The overall result of filling these positions will 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 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. With new APT positions being filled and cross training of existing staff, professional development would be extremely beneficial. (e.g. customer service, team building, organizational skills, basic accounting, technology based, etc.). Professional development is crucial for the staff to continue to provide full service during staffing shortages. 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 Training Drive to assist the campus with their document processing and planning. We will need to expand our skills to allow us to develop samples and 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.

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 and the average number of days to submit a Payment Request to UH Disbursing will be five days or less. Lastly, at any time, there will be no more than three 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 changes and ever-increasing duties and responsibilities. Business Office staffing requirements will continue with the 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.