

FY2007 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 Maui Community College Mission & Strategic Plan.

The Business Office's main goal is to provide excellent customer service to Maui Community College's students, faculty, staff & community. Our vision is to increase our efficiency and decrease the number of "rush" requests.

II. Previous Year's Goals, Plans and Accomplishments.

The Business Office's main goal is to provide excellent customer service to MCC's students, faculty, staff & community.

To help our office develop into more "customer" friendly individuals we planned to take advantage of any and all training opportunities available. But during FY2007 we did not come across any OCET class that "peaked" our interest. However, we will continue to search for training programs that will be valuable to the campus and ourselves.

The Business Office continues to offer and provide various fiscal training to all faculty and staff. In FY2007, the Business Office provided the following training.

- Individual eTravel Training in August 2006
- Individual eTravel Training in September 2006
- RCUH & pCard Training for the Campus in October 2006
- Individual ePurchasing Training in November 2006
- Individual eTravel Training in January 2007
- Small group pCard Training in January 2007
- Individual eDeposit, eTravel & ePurchasing Training in February 2007
- Individual eTravel Training in March 2007
- Individual Contract Renewal Process in April 2007
- Individual eTravel Training in April 2007
- Mileage & Stipend Training for the Campus in April 2007
- Individual eTravel Training in May 2007

The Business Office needs to revisit our "cut-off-dates" calendar and reference manual, and update it with current data. Once updated it will be available for the campus to use in assisting them with their document processing and planning.

As of April 2007, all Business Office vacant positions have been filled.

To maintain the Business Office's supportive working relationship, the Business Office proposed to have a weekly short "30 minute" coffee break meeting to share issues that needed to be immediately addressed. We met only five times and have not continued to implement this.

In FY2007 we were unable to attend any Unit Chair meetings, as hoped.

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 Business Office is still understaffed and overworked. The "Academic Year 2005-2006 Administrative Services Assessment Survey" where only 56%, a little over half, of 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. (69% 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. (71% 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.

The following comments received from the Academic Year 2005-2006 Administrative Services Assessment Survey also confirms that the Business Office's assessment that we are understaffed and overworked is a valid assessment.

1. When will customer service improve – staff & students?
2. Understaffed. Should continue to provide the Campus with various training.
3. Items over \$2,000 take too long to process.
4. The whole Business Office is constantly busy. They need more hands, help, and workers.
5. Need consistent staffing so people are not overworked and get behind. Good people are doing their best in this office.
6. Work seems slow at times. Takes too long for approvals and vendors wait extremely long for payments.

The Business Office's staffing shortage can also be authenticated when compared to the other Community Colleges document transaction counts. With both UH & RCUH documents combined Maui CC processed the largest amount. Maui CC processed the second most UH documents amongst all the Community Colleges. Maui CC processed more than two times the number of RCUH documents than both Kapiolani and Leeward and more than seven times 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 Maui CC's documents processed in fiscal year 2007 also shows the following.

1. The average number of days required to submit a UH Purchase Order payment document to UH Disbursing is 11 days. This average maybe reduced with a little assistance from the field, by their timely returning of documents for payment.

2. 21% of requisitions submitted to the Business Office for processing are submitted as a “RUSH”, where the Business Office staff is expected to drop whatever they are doing and process the requisition. This equates to at least one in every five requisitions.
3. The following types of documents processed by the Business Office have also increased in the last fiscal year without an increase in staffing.
 - a. pCard transactions – due to increase in extramural pCard usage
 - b. mileage – due to the establishment of the Construction Academy
 - c. journal vouchers
 - d. contracts
 - e. departmental checks
 - f. scholarship/loan payments
 - g. stop payment/cancelled checks
 - h. FACTS students
 - i. Banner refunds
 - j. non-employee reimbursements – due to increase in extramural grants
4. Also note that the Business Office processes two travel documents for each travel taken, a travel request and a travel completion, for a total of 1,648 travel documents in FY07.
5. The escalation in workload without additional staffing has lead to an increase in late payment changes. From \$23.57 in FY2003 to \$80.30 in FY07, this amount may not be a significant dollar amount but proof that a deficiency exists.
6. The average number of workdays required to issue a UH purchase order has also increased from five days in FY05 to eight days in FY07.
7. On the positive side, the Business Office reduced, by half, the time it takes to issue a Departmental Check, from 21 days in FY05 to 10 days in FY07.

In our analysis of the “Academic Year 2006–2007 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.

Future surveys need to specify that the questions pertain to the Business Office Cashier. Many comments in the survey were made about other MCC Departments. Therefore, the survey results may not be a true reflection about the Business Office. There also needs to be more advertising done to let the students know that payment may 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.

The College’s financial resource history also shows a steady increase in expenditure of funds and extramural awards without any additional Business Office support staff to administer these funds. In the last fiscal year alone combined General, Special, Revolving, Federal Work Study expenditures and Extramural Awards have increased by \$2.9 million dollars. Resulting in the lack of sufficient customer service the Business Office can provide for the Campus.

As it stands the Business Office’s financial resources are inadequate to cover the necessary overtime costs, due to extended registration hours and fiscal year end closing; and additional new personnel and operational costs needed to accomplish our work in a timely manner and provide exceptional customer service.

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.
Objective: To be able to pass the knowledge that we've learned 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 maintenance
 - f. account management
 - g. cash handling policies & procedures
2. Goal: Communicate with the campus and be available to them to answer questions.
Plan: Establish office hours every Friday from 9 a.m. – 11 a.m. and answer telephone calls in timely manner.
Objective: Reduce the number of document errors and the need for corrections. Thus, helping to reduce frustration for both parties and reduce document processing turn-around time.
3. Goal: Streamline Document Processing.
Plan: Re-evaluate the current document processing/workflow and update flow charts.
Objective: Increase efficiency and decrease turn around time.
4. Goal: Campus consolidated purchasing of office supplies.
Plan: Provide the campus with a list of office supply items that will put out on SuperQUOTE and process the appropriate procurement document to obtain these items for the Campus.
Objective: Reduce the time it takes to obtain a purchase order for office supplies.
5. 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.
6. Goal: To help enable the field to work more efficiently.
Plan: Purchase "approved for payment" stamp for each unit.
Objective: Reduce the average number of days required to submit a UH Purchase Order payment document to UH Disbursing.
7. Goal: To provide students with better customer service.
Plan: Update Cashier's telephone voice message to direct them to the appropriate office.
Objective: Improve our "Academic Year 2008–2009 Administrative Services Student Survey" comments.

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 2005-2006 Administrative Services Assessment Survey, Academic Year 2006–2007 Administrative Services Student Survey, comparison with other Community Colleges staffing and analysis of Maui CC's quantitative data include:

1. Continued funding of RTRF APT position. (\$35,609 salary only)
2. Add two additional APT positions and one Civil Service position. (\$125,511)
- 2a. Redesign of the Business Office to accommodate additional positions by renovating the cashier area and reconfiguring the existing modular furniture into smaller cubicles.
3. Funds to attend off island UH & RCUH training. (\$2,400)
4. Funds to attend professional development classes not available from OCET. (\$5,500)
5. Funds to obtain a new copier/scanner. (\$6,000 per year or \$30,000 for a five year lease)
6. Additional funds for student assistants. (\$13,000)

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

1. Funding for personnel would reduce the turn around time of document processing for both UH and RCUH documents and also accounts receivables. This in turn would lead to happier students, faculty, staff and vendors.
2. Customer service, staff moral and efficiency would also be improved.
3. The Business Office staff would be able to provide more training to 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 distribute Business Office manual to assist the campus with there document processing and planning.
5. By obtaining more training, the Business Office staff would be a better resource of information for the campus, improve their procurement proficiency, and could even explore ways in reducing redundancy.
6. The new copier/scanner would result in overall efficiency with faster copying, and document scanning capability. Thus allowing us to distribute training materials more effectively and use less paper in the process. We would also be able to respond more rapidly to vendor inquires by emailing attachments and have ability to keep an electronic file of documents.

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 required to issue a UH Purchase Order and the average number of days required to submit a UH Purchase Order for payment to the UH Disbursing Office will be reduced by one day. The average number of days required to issue a UH Department Check will be reduced from ten days to seven days. Lastly, at any time, there will be no more than five students standing in line at the cashier window waiting for assistance.