

FY2011 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 continues to provide faculty & staff opportunities for professional development by offering various training and sharing of information in a helpful manner.

In FY2011 the Business Office provided individualized/group training in the areas of:

- ★ Stipends
- ★ eDeposits
- ★ Cash Handling Procedures
- ★ Procurement
- ★ eFMIS
- ★ Budgeting
- ★ UHMC Inventory System
- ★ Memorandum of Agreements - Affiliation Agreements, Sponsored Class, Sheltered Class

In addition, 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.

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 2010 Faculty & Staff Administrative Affairs Survey was not very positive. UHMC has a faculty / staff FTE of 247, of these only 129 individuals (52%) took the time to complete the survey. In general, the Business Office's satisfaction survey results improved compared to FY 2008. The only survey questions that showed a decline were "Procurement policies & procedures are readily accessible.", (54.30% completely agreed and agreed, compared to 57.55% in FY2008) and "Fiscal financial reports are adequate." (41.40% completely agreed and agreed, compared to 51.41% in FY 2008), 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 44.9% 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. (59.7% 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. (38% 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 2009-2010 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 2011 document transaction counts. UHMC processed the most UH documents amongst all the Community Colleges. Which were 1,332 more than the next closest Campus. UHMC processed 13% more RCUH documents than Kapiolani, 78% more than Leeward and over 200% 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 2011 also shows the following.

1. The average number of days required to submit a UH Purchase Order payment document to UH Disbursing decreased slightly from 9 days in FY10 to 8.8 days in FY11.
2. The following types of documents processed by the Business Office have also increased in the last fiscal year.
 - a. pCards
 - b. Inter-Island Travel
 - c. Out-of-State Travel
 - d. Payroll Journal Vouchers
 - e. Scholarship/Loan Payments
 - f. Stop Payment/Cancelled Checks

3. The average number of workdays required to issue a UH purchase order also increased slightly in FY11 from 5 days in FY10 to 5.6 days.
4. The time it takes to issue a Departmental Check decreased from 12 days to 8.83 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 FY11 the Business Office authorized 2,141 UH personnel documents and various RCUH personnel documents related to 54 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 cover the necessary overtime costs, due to extended registration hours and fiscal year end closing; 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. and take advantage of various conferences, trainings, and networking opportunities.
 Objective: To be able to 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: Increase efficiency and decrease turn around time.

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 “brain storming” 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 2009-2010 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. Reclassification of APT, Institutional Support Band A to Band B. (\$4,224)
2. One additional APT position and one Civil Service position. (\$73,560)
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)
6. Funds to obtain a new copier/scanner. (\$6,000 per year or \$30,000 for a five year lease)

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 a Business Office Manual to assist the campus with their 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 inquiries by emailing attachments and have the 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 submit a UH Purchase Order for payment to the UH Disbursing Office will be reduced by one day. Lastly, at any time, there will be no more than five students standing in line at the cashier window waiting for assistance.