

FY2009 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 mission is to provide improved customer services to Maui CC'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 FY2009 the Business Office provided the following:

- ★ Organized two "get to know you gathering" with Unit secretaries.
- ★ Provided Extramural informational training session.
- ★ Provided ePurchasing training.
- ★ Provide yearly RCUH Travel training.
- ★ Provided Mileage training.
- ★ Provided eTravel inter-island training.
- ★ Provided Student Stipend training.
- ★ Provide yearly pCard refresher training for all current pCard holders.
- ★ Provided eTravel training by UH Disbursing Office.
- ★ Educated 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.
- ★ 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 accomplished the following:

- ★ Observed and learned from Leeward Community College's Business Office and the UH Disbursing Office.
- ★ Continued to cross-train amongst our selves to be better prepared when someone is out for an extended period of time.

II. 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.

Maui CC has a faculty / staff FTE of 239, of these only 107 individuals (less than half, 45%) took the time to complete the survey. The Fiscal Year 2008 Faculty & Staff Administrative Affairs Survey was not very positive. In general, the Business Office's satisfaction survey results declined compared to FY 2006. The only survey questions that showed a slight improvement were "Procurement policies & procedures are readily accessible.", (57.55% completely agreed and agreed, compared to 53.48% in FY2006) and "Fiscal financial reports are adequate." (51.41% completely agreed and agreed, compared to 44.57% in FY 2006), all other areas declined.

The Business Office's staffing shortage continues to play a major factor in the quality and timeliness the Business Office can provide. Only 40% 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. (54% 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. (37% 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 2007-2008 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 document transaction counts. Maui CC processed the most UH documents amongst all the Community Colleges. Which were 1,414 more than the next closest Campus. Maui CC processed almost two times the number of RCUH documents than Kapiolani, three times Leeward and more than five 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 2009 also shows the following.

1. The average number of days required to submit a UH Purchase Order payment document to UH Disbursing is 16 days. This average maybe reduced with a little assistance from the field, by their timely returning of documents for payment.

2. 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. stipends – due to the increase in extramural grants
 - c. contracts
 - d. travel
 - e. deposits
 - f. departmental checks
 - g. scholarship/loan payments – due to the increase in extramural grants
 - h. stop payment/cancelled checks – due to the increase in extramural grants
 - i. Banner refunds
3. 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 2,040 travel documents in FY09. 180 more than FY08.
4. The average number of workdays required to issue a UH purchase order has also increased from five days in FY08 to 11 days in FY09.
5. On the positive side, time it takes to issue a Departmental Check remained the same for FY2009 at 12 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.
6. 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 FY09 the Business Office authorized 2,411 UH personnel documents and various RCUH personnel documents related to 67 "regular" RCUH employees and 17 "other" RCUH employees.

In our analysis of the "Academic Year 2008–2009 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 seven comments, three comments did not pertain to the Business Office, two comments were regarding the cashiering hours and two comments were very positive. 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.

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 \$4.6 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 operational

costs needed to accomplish our work in a timely manner and provide exceptional customer service.

III. 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 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 "study group" sessions amongst the Business Office to review existing and go over new or changed policies & procedures.
Objective: To ensure there is no conflicting information being communicated to the Campus.
5. Goal: Maintain good working relationships.
Plan: Continue to take professional development classes from OCET.
Objective: Preserve camaraderie within the Business Office.
6. Goal: Efficient document processing.
Plan: Cross-train amongst ourselves.
Objective: Be better prepared when someone is out for an extended period of time.

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

IV. 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 2007-2008 Administrative Services Assessment Survey, Academic Year 2008-2009 Administrative Services Student Survey, comparison with other Community Colleges staffing and analysis of Maui CC'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 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 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 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. Lastly, at any time, there will be no more than five students standing in line at the cashier window waiting for assistance.