

UNIVERSITY of HOUSTON

BUSINESS SERVICES

FY20 SFAC QUESTIONNAIRE

1 EXECUTIVE SUMMARY

MISSION

Business Services provides the administrative, financial, auditing, and human resource/payroll support for the departments within the Division of Student Affairs & Enrollment Services in accordance with state and institutional policies.

VISION

Business Services is committed to providing the highest quality and most efficient services to our partners through dedicated teamwork, collaboration, and on-going stewardship.



CORE VALUES

Our principles set a standard for engaging our customers with an ethic of care in a manner that demonstrates courtesy, attentiveness, active listening, proactive problem-solving and patience. We encourage our staff to possess a cultural sensitivity and awareness of our diverse customers. Our core values guide our daily decision making and communications with our University partners and the greater community:

- **Accountability** – The Business Services’ team takes responsibility for their decisions and actions with honesty and openness.
- **Integrity** – Business Services adheres to high ethical principles...doing the right thing at the right time for the right reason.
- **Customer Service** – Business Services understands our partners’ needs and consistently delivers on our promises. We self-evaluate as well as survey our partners to continually improve our service.
- **Respect** – The Business Services’ team endeavors to treat all with dignity and courtesy.
- **Excellence** – Business Services commits to providing quality and efficiency in our services, reporting, and support.
- **Collaboration** – Business Services builds strong, robust relationships with honesty and transparency.
- **Innovation** – Business Services embraces and invests in opportunities while promoting a culture of continuous improvement.

HOW BUSINESS SERVICES ACCOMPLISHES OUR MISSION:



Business Services processes all financial and human resource/payroll transactions for each department/program.

Business Services' Senior Management is centralized, while separate teams provide direct support to the DSAES departments. These teams are housed with the specific program areas in order to actively support their assigned departments. These Business Services' teams also serve on various program-specific committees and volunteer for events when possible.

Centralization of Senior Management and some shared services allows the individual teams to focus on day-to-day operations, thus improving efficiency and overall service. These shared services include contract processing, financial reporting, and cost center reconciliations. Use of these shared service teams positively impacts efficiency, compliance, and transparency. Each area has subject matter experts to address the needs of the division, as well as providing for segregation of duties and reconciliation which provides for transparency.

HOW BUSINESS SERVICES BENEFITS UNIVERSITY OF HOUSTON STUDENTS:

Business Services employs four student workers earning their undergraduate degrees. All four are currently juniors at UH with two of them pursuing accounting degrees. Through employment with Business Services, student workers and interns receive professional development and job skill training aligned with ACPA and NASPA competencies, including but not limited to human resources, leadership, and ethical foundations. Additionally, full-time staff are afforded opportunities to obtain advanced degrees through University of Houston academic programs and encouraged to take advantage of staff scholarships offered by the University.

Business Services' team members are also extremely active and engaged with students around campus in various ways. Team members are active on student committees, serve as mentors for student registered organizations, serve as facilitators and speakers at student retreats, meetings, and student-led discussion groups, as well as volunteer many hours at more than ten student-centric events per year.

LEADERSHIP TEAM



Devi Bala
Asst VP, Business Services

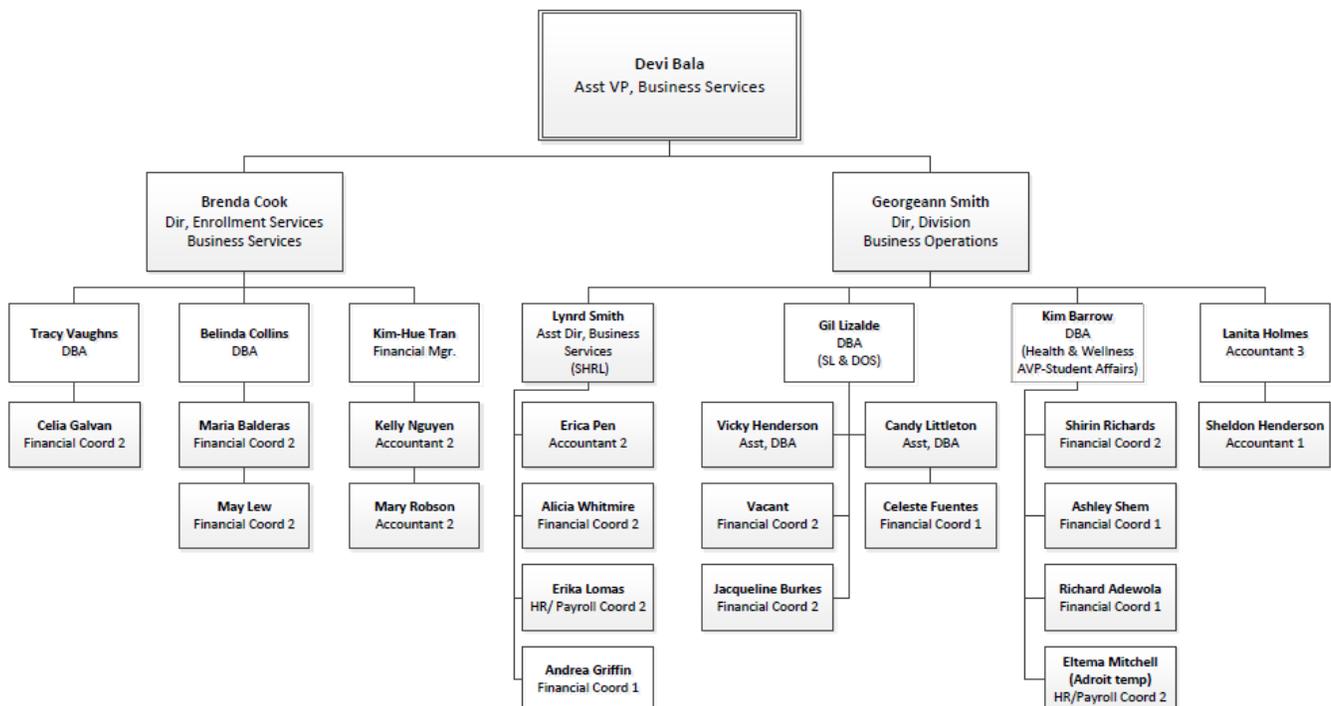


Brenda Cook
Dir, Enrollment Services



Georgeann Smith
Dir, Division Business Operations

ORGANIZATIONAL CHART



3 STRATEGIC INITIATIVES 2017-2018



Business Services Strategic Initiatives were developed to support the broader University and DSAES Initiatives. We set our priorities in terms of affecting Student Success. The Business Services’ team provides active support to programs that directly provide services to students.

Actualize and leverage the fiscal, human, technological, and facility resources that enhance the student experience.

BUSINESS SERVICES INITIATIVE	OUTCOME
<p>Student Workers - To identify Business Services student employee desired learning outcomes, and job perception in order to tailor the student job experience.</p>	<p>Purpose of Assessment Activity: Develop, encourage, and increase the student experience of Business Services' student workers. Method of assessment: Create survey in the fall term to obtain baseline data of student employee professional / personal goals and department perception. Follow up with survey in the spring term to see if student employee outcomes were met or if there were any changes in department perception. Frequency / Timeline of Assessment Activity: Baseline was established in December 2016. Then, beginning in the Spring semester, the surveys were performed three times per year in the end of Fall, Spring & Summer semesters. Results: A student satisfaction survey was conducted and completed. Business Services’ is using the data to accommodate the student learning experience by assigning appropriate work tasks. DSAES Student Employee Services for Business Services – In FY2018, Six Non-College Work Study Students and One College Work Study student provided 1,163 work hours for a total cost of \$11,757.</p>

Develop a culture of innovation and accountability in the redesign of Division policies, processes and procedures.

BUSINESS SERVICES INITIATIVE	OUTCOME
<p>Customer Service – Reporting: Business Services will implement new reports for the DSAES departments in order to provide the highest quality customer service and operational efficiency.</p>	<p>Purpose of Assessment Activity: Assessment will improve customer service by providing effective reporting, and enabling management to make better and more fiscally responsible decisions by identifying department needs.</p> <p>Method of assessment: Business Services staff will meet with DSAES department partners and collect feedback with regards to reports, reporting needs, and reporting distribution.</p> <p>Frequency / Timeline of Assessment Activity: Monthly meetings as needed with directors to assess needs and develop reporting tools.</p> <p>Results: Throughout Fiscal Year 2017, Business Services reached out to department Directors (weekly/monthly) and Assistant Vice Presidents (annually) to tailor reports to their preferences, so that they are able to make informed financial decisions for their respective areas.</p> <p>Actions taken as a result of the activity: New reports have been created for senior leadership (Program Areas)</p> <ul style="list-style-type: none"> • The Business Services team developed user-friendly financial reports for leadership and program managers to assess all transactions and to make informed budgetary decisions. • The Accounting Team created linked pivot tables for use by the leadership and program managers to drill down from the financial summary reports to detailed transactions. • Developed and implemented a monthly report of financial commitments in order for program managers to effectively manage planned expenditures. • Developed and implemented user friendly interactive workbooks for annual budget development. • Developed and implemented user friendly interactive workbooks for annual SFAC spreadsheet requests. • Developed and implemented ten year budgetary forecasts for select departments. <p>New reports have been created for senior leadership (Enrollment Services)</p> <ul style="list-style-type: none"> • The Business Services team developed a user-friendly report for leadership to assess awarding of institutional designated tuition funds for merit and need base students. • Staff are part of a team to upgrade the check log system to input students' scholarship checks and wire transfer information (with the appropriate backups) which will provide a more robust and efficient automated system • Developed and implemented a tracking expense comparison report for travel so leadership can assess outstanding travels on a weekly basis. • Provide a monthly revenue tracking report for their fee programs which allows leadership to determine their budgets each year. • Developed and implemented a budget summary sheet which includes populating future projected expenses which allows department heads to assess purchases and hires to determine their true available balances. • Created an online form for perspective and new students who would be attending an Orientation session to register and pay via the web.

Cultivate a collective identity that demonstrates a united vision.

BUSINESS SERVICES INITIATIVE	OUTCOME
<p>Customer Service – Website Effectiveness: Implement newly-designed website to improve customer service and services to our business partners. This new website provides an information library with links to the most up-to-date forms and processes.</p>	<p>Purpose of Assessment Activity: Business Services will improve customer service for DSAES business partners through the improvement of its web presence.</p> <p>Method of assessment: Gather and analyze website traffic analytics, and conduct a year end survey to DSAES departments regarding usage and knowledge of information/resources provided on our website.</p> <p>Frequency / Timeline of Assessment Activity: Survey on will be distributed annually.</p> <p>Results: Business Services website reorganization was partially completed due to staffing changes.</p> <p>Action to be taken as a result of the activity: Some changes to website have been completed; however, more substantial changes are needed. We are working with the marketing and communications team to implement the additional changes needed. We hope to have these meetings and changes completed by December 2018.</p>



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ASSESSMENT & EVALUATION

Many goals can only be measured by observation and oral reporting, but for most tracking we use standard reporting via PeopleSoft. All transactions created in PeopleSoft are audited by the system. In other words, each time a document is touched, whether it is the initial creation, certifying approval, or final approval, that trail of information is documented, recorded, and retained within the transaction itself. Business Services' directors may access this information in order to produce relevant reports. Listed below is an overview of the transactional activity. Please keep in mind that each document count reflects only the creation of that document. Within Business Services, each document may be "touched" multiple times as it is reviewed, approved, and certified.

Department	AVP FOR STUDENT AFFAIRS	DEAN OF STUDENTS	ENROLLMENT SERVICES	HEALTH & WELLNESS	STUDENT HOUSING-RESIDE LIFE	STUDENT LIFE	VP FOR STUDENT AFFAIRS	TOTALS:
Cost Centers Count	12	17	178	53	43	98	21	422
Vouchers	528	687	750	3,512	2,358	7,243	13	15,091
Requisitions & Pos	75	92	28	772	623	996	4	2,590
Contracts	2	16	25	125	148	434	5	755
Journals	258	193	1,533	2,329	995	4,292	50	9,650
P-Cards	290	484	993	1,570	1,278	2,584	377	7,576
T-Cards	62	272	4,104	820	278	456	180	6,172
FAMIS	55	6	1,128	281	28,918	2,569	31	32,988
Award Memos (SFA Only)			2,840					2,840
Total	1,282	1,767	11,579	9,462	34,641	18,672	681	78,084

The second listing details transactions related to Human Resources and Payroll. An E-PRF is a request to create, revise, or inactivate a position, while an E-PAR is a Personnel Action Request related to an employee. This action may include employee hire, termination, address change, FTE change, supervisor change, etc.

Department	AVP FOR STUDENT AFFAIRS	DEAN OF STUDENTS	ENROLLMENT SERVICES	HEALTH & WELLNESS	STUDENT HOUSING-RESIDE LIFE	STUDENT LIFE	VP FOR STUDENT AFFAIRS	TOTALS:
Full-time Staff	15	14	153	78	37	96	33	426
Part-time/Student Staff	10	32	87	634	314	193	6	1,276
Total Staff	25	46	240	712	351	289	39	1,702
E-PRFs	13	11	283	88	32	84	40	551
E-PARs	126	112	603	1,827	919	919	60	4,566
Payroll Transactions (Est)	1,640	3,904	18,560	69,488	22,264	25,656	2,616	144,128
Total Transactions	1,779	4,027	19,446	71,403	23,215	26,659	2,716	149,245

Also, Business Staff review a variety of reports for exempt and non-exempt full-time, part-time, and student employees to ensure time worked and leave taken are posted accurately. Additionally, several reports are regularly reviewed to ensure that all staff are paid correctly and on time.

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BUDGET & ORGANIZATIONAL CHANGES



Two Business Services' teams serve the Division of Student Affairs and Enrollment Services. One team is dedicated to serving Enrollment Services, which encompasses Scholarship & Financial Aid, Admissions, Enrollment Services, Office of the Registrar, Campus Solutions, and Student Communications & Marketing. A second team is dedicated to Student Life, Student Housing and Residential Life, Health & Wellness, and the offices of the VC/VP of Student Affairs and the Dean of Students. The team led by Brenda Cook serving Enrollment Services, is funded by tuition-restricted funds.



The second team, led by Georgeann Smith, has two funding sources. Housing is funded by auxiliary funds earned through campus housing activities, while the rest of the DSAES Business Services' team is funded by SFAC funds.

Several changes were made in an effort to increase the strength of the overall Business Services' team. These changes afforded Business Services the opportunity to streamline services and better accommodate the needs of our business partners.

Previously, the Health & Wellness team was split into two smaller teams. This summer the team was reformed as one thus eliminating single points of failure in the areas of payroll and voucher processing.

Staffing Changes

- **Lynrd Smith:** Joined the DSAES Business Services team in August 2018 in the role of Assistant Director, Business Services. Lynrd oversees the Student Housing & Residential Life business team as well as serves as the assistant director for teams supporting the Student Affairs programs. Lynrd joins the team with over 16 years of experience in higher education at the University of Houston.
- **Sheldon Henderson:** Joined the DSAES Business Services team on May 2018 in the role of Accountant 1 within the Business Services team providing financial reporting and verifications to the programs. Sheldon joins the team with over 5 years of solid financial experience. He is also a graduate of Bauer College of Business.

EXCESS FUNDS



Business Services returned \$42,676. Roughly \$36k corresponds to lapsed salary/fringes savings during FY2018. The savings correspond with the wages, fringes and applicable administrative fee for three positions that vacated during the year. All three positions have now been filled. Approximately \$16k of the \$36k relates to unfilled student positions.

The remainder of savings returned relates to regular operational and travel expenses.

Expense Category	Returned Savings
Full time Staff	16,418
Student Workers Wages	13,630
Fringe Benefits	4,043
Travel	2,896
M&O	3,275
Admin Charge (6% of Total Expense)	2,416
Total	42,676

7 STRATEGIC INITIATIVES 2019-2020



Throughout FY2018 and into FY2019, the Business Services team shall seek to perform their daily operations with greater accuracy, accountability, and efficiency. We shall endeavor to set a standard of unequivocal transparency with absolute accountability. Business Services shall approach the initiatives set by Dr. Khator and Dr. Walker with this vision in mind.

Resource - Evaluate, actively pursue, and leverage resources to enhance the UH experience.

BUSINESS SERVICES INITIATIVE	OUTCOMES
<p>Evaluate resources to identify opportunities for efficiency, improvement, and transformation.</p>	<p>Business Services will reduce late payment fees by 50 percent each year.</p> <p>Purpose of Assessment Activity: A. Determine the cost/effect relationship and the internal controls environment. B. Identify key factors/elements contributing to the late payment situation. C. List remedial measures. D. Adopt the changes</p> <p>Method of assessment: Financial Data was collected from PeopleSoft for 6 years (FY 13 - FY18) and utilized for analysis and trends. Individual payment data including vendor voucher/s, email communications, receipts and any other data/documentation were considered relevant for the procurement activity. FY2018 shows a 38.5% reduction in interest when compared to FY2013 with a reduction of 81.6% compared to FY17.</p> <p>Frequency / Timeline of Assessment Activity: Monthly – ongoing. To be built in to the Business Services Department Internal control process.</p> <p>Date summary to be completed: Fall 2018</p>

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REDUCTION PLANNING

A reduction of five percent (\$42,089) in Business Services funding could only be accomplished by a reduction in essential staff. Loss of critical staff would affect our ability to keep the Division of Student Affairs & Enrollment Services in compliance with Federal, State, and University rules, regulations and policies; therefore, we would be forced to eliminate four student worker positions.



Expense Category	Amount
Student Worker Wages (NCWS)	\$39,314
Fringe Benefits	393
Admin Charge (6% of Total Expense)	2,382
Total	\$42,089



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FUNDING



Funding from student fees is directed to maintaining the business support staff that serve the Division of Student Affairs & Enrollment Services' departments and programs that receive SFAC funds. The Business Services' team serving Student Housing is funded by Student Housing & Residential Life activities. In addition, the University administration also supplies funds from tuition dollars to support the Business Services' team.

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OVERLAPPING SERVICES



Business activity and leadership for the division was centralized in FY2012. There are no similar services provided within the Division of Student Affairs & Enrollment Services.