



Student Affairs Business Services
Division of Student Affairs

Student Fee Advisory Committee
FY2024 Program Questionnaire



1. Please provide a one-page executive summary of your questionnaire responses. This summary should include, in brief terms: your unit's mission, how you accomplish your unit's mission, and a justification of your unit's student fee allocation in terms of benefits for students.

DSA Business Services updated its Mission, Vision, and Core Values in September 2022 to better align with the new Division of Student Affairs portfolio.

MISSION

DSA Business Services provides administrative, financial, auditing, human resource and payroll support for the Division of Student Affairs.

VISION

DSA Business Services is committed to providing tier-one quality to our partners through dedicated teamwork, collaboration, and ongoing stewardship.

CORE VALUES

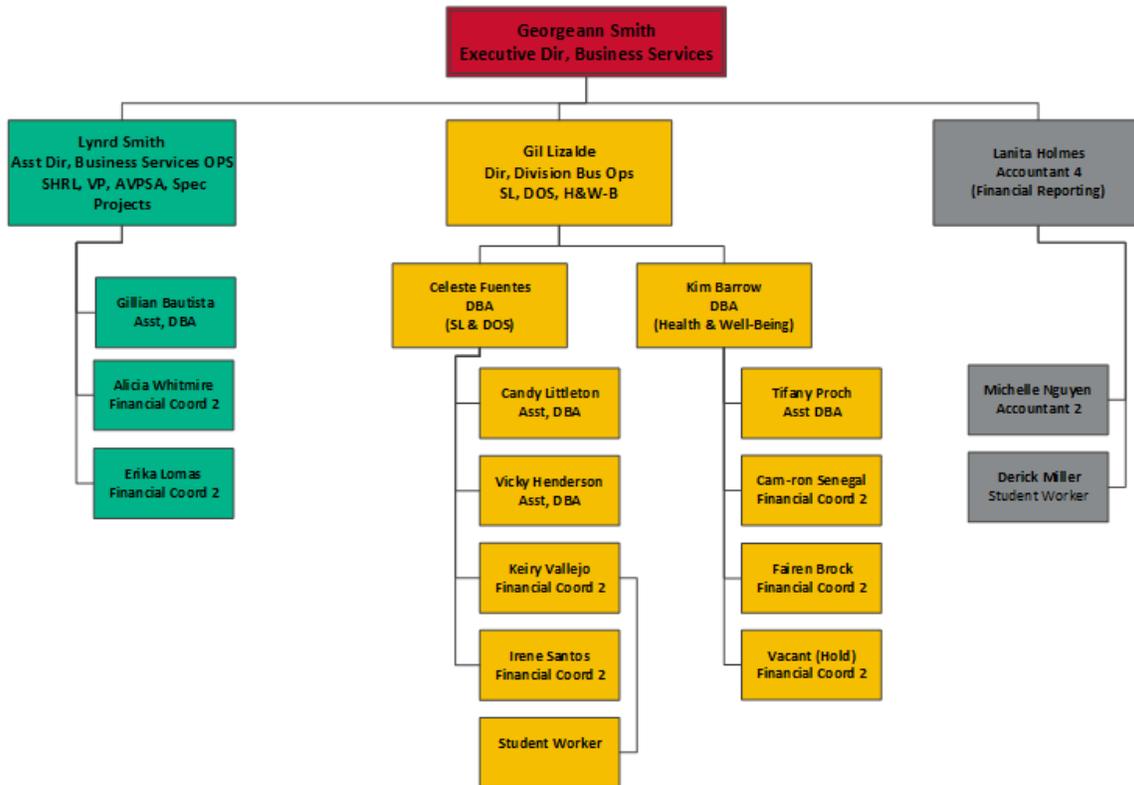
The Student Affairs Business Services team is committed to an ethic of care, including a commitment to civility, individual growth, and learning while holding firm to our core values which guide our daily decision-making practices.

- **Accountability**—We take responsibility for our decisions and actions with honesty and transparency.
- **Integrity**—We adhere to high ethical principles.
- **Customer Service**— We strive to understand our partners' needs and consistently deliver on our promises. We self-evaluate as well as survey our partners to continually improve our services.
- **Respect**— We endeavor to treat all with dignity and courtesy.
- **Excellence**—We commit to providing quality and efficiency in our services, reporting and support in accordance with state and institutional policies and procedures.
- **Collaboration**—We build strong, robust relationships with honesty and transparency.
- **Innovation**—We embrace and invest in technology, professional development and opportunities promoting a culture of continuous improvement.

Business Services processes all financial and human resource/payroll transactions for each department/program within the Division of Student Affairs. Business Services teams are housed within 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 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 affects 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 auditable transparency.

2. Provide an organization chart of your unit. Large units may need to have an overview chart and then more specific charts for each program. Where you have multiple staff in the same position (e.g. counselor, advisor, etc.), note this on your chart. Student employees should be cited on the chart and identified as students.

ORGANIZATIONAL CHART



3. List your unit's strategic initiatives and action steps identified for the 2021-2022 academic year and cite the specific Division of Student Affairs (DSA) Strategic Initiatives and University of Houston Strategic Goals to which they relate (links below). Please comment on your success in achieving these strategic initiatives/action steps. If a strategic initiative/action step changed during the year, please note this and explain. Also, list any new strategic initiatives/action steps, the rationale for the addition, and comment on your success in achieving these items.

DSA Plan: (<http://uh.edu/dsa/about/strategic-planning/>)

UH Goals: (<http://www.uh.edu/mission/>)

Due to the organizational change of the Division which split the department into two separate areas, DSA Business Services had to reevaluate its own departmental strategic initiatives so that they more closely aligned with the new organizational structure. With that said, DSA Business Services was and is committed to its core strategic initiatives and reports the following:

Professional Development / Staff Success

Strategic Initiative: DSA Business Services supports its staff by providing opportunities for professional development and continuing education.

- Action Steps: DSA Business Services leadership supports the attendance of trainings, conferences, and workshops related to business services operations, accounting processes, management, and university business personnel.
 - Status – Continuing
DSA Business Services teams have been supported and encouraged to attend professional development opportunities that fit their career goals. This item is marked as “continuing” because our departmental philosophy is to continue to provide and support these opportunities.

Collaborative Divisional Processes

Strategic Initiative: Working closely with the 24 departments within the Division of Student Affairs, DSA Business Services developed reporting materials that helped departmental supervisors better understand their financial standing.

- Action Steps: DSA Business Services leadership met with departmental leadership to understand their reporting needs and developed reporting tools that assisted them in making financially sound decisions for their programs.
 - Status – Continuing
Although DSA Business Services has developed the reporting tools needed, as departments change leadership and as programs emerge and change, the need to adapt to reporting needs makes this item something that will be a continuous item we evaluate and adapt.

4. Please discuss the means that you are utilizing to evaluate both your success in achieving the aforementioned strategic initiatives and/or action steps and their importance as compared to others that you might pursue. Where data exist, discuss the number of persons served by each of your programs and any assessment measures and/or learning outcomes used to evaluate program success. Please provide the method for collecting these data.

Utilization Reports:

Support Stats

- 24 DSA Departments
- 9 ES Departments
- 6 University Sponsored Organizations
- 8 Colleges (portfolios) within the division
- 1,657 DSAES employees (377 FT plus 42 FT vacancies and 1,264 PT employees)

By The Numbers – Transactional

- 982 cost centers (budgets)
- 96 University Purchase Cards accounting for 6,506 transactions
- 45 University Travel Cards accounting for 3,169 transactions
- 332 contracts processed in FY2022
- 63,012 financial transactions processed in FY2022
- 3,977 human resource transactions processed in FY2022
- 115,976 payroll transactions processed in FY2022

5. Please discuss any budget or organizational changes experienced since your last (FY2023) SFAC request, their impact on your programs, and your reason for implementing them. SFAC recognizes that some programs did not receive the funds that they requested, that some programs were impacted by additional expenses after the conclusion of the budget cycle, and that some programs may be ahead of or behind their self-generated income projections.

During the FY2022 fiscal year, the Business Services team was comprised of two (2) unique areas, one that served the Division of Student Affairs and one that served the Enrollment Services side since both these areas were combined under one single division. However, in September of 2022, the University moved the Enrollment Services areas under the Provost to better align with the goals of the institution. With that move, the Business Services teams that served Enrollment Services, which encompasses Scholarship & Financial Aid, Admissions, Enrollment Services, Office of the Registrar, Campus Solutions, and Student Communications & Marketing were moved transferred the provost's oversight/leadership. This move impacted the department as some shared services/team members were funded equally by the central and student service fee funding. The Business Services team has not had any funding changes since the last SFAC request.

6. If your unit concluded FY2022 with a Fund 3 addition to Fund Equity in excess of \$5,000, please describe the conditions which caused the addition and provide a line-item identification of the budgetary source(s) of the addition (i.e. lapsed salary, conference travel, etc.).

Business Services returned \$76,930, which all corresponded to the 4 full-time staff vacancies throughout the FY2022 year. While we would have wanted to operate with a full staff, we are aware of the continued staffing shortages throughout the higher education industry and thus were able to operate with no disruptions in service due to our continued efforts to streamline our business procedures.

Expense Category	Amount
Staff Salaries	\$76,930
TOTAL	<u>\$76,930</u>

7. Please list your 2023-2024 strategic initiatives and action steps in priority order and cite the specific Division of Student Affairs Values and University of Houston Strategic Goals to which they relate. Larger units may wish to group responses by subprogram. Under each strategic initiative, please state the specific action steps (programs, activities, services, policies/procedures, etc.) that you intend to implement to accomplish your stated initiative.

Throughout the organizational change from the Division of Student Affairs and Enrollment Services, to now just the Division of Student Affairs, the DSA Business Services department has been committed to providing tier-one customer service and work products for the departments that it serves despite losing a portion of its team that served the Enrollment Services' portfolio.

With that said, DSA Business Services has continued to make progress on their scheduled products and will continue to throughout the FY23 year. The Business Services' committee work will continue to impact compliance and service standards. As a reference, each committee has been tasked to address problems and concerns from the university-at-large relating to finance, reporting, human resources and payroll. This ongoing critical committee work will drive the strategic goals for FY23 and beyond.

8. Recognizing that the potential to generate additional Student Service Fee income for FY2024 base funding is extremely limited and recognizing that it is likely that some units will not be allocated the new base budget and/or one-time funds requested. Please provide a narrative of how your unit would accommodate a reduction of 3.5, 5.0 or 7.5% in your total FY2024 base Student Service Fee budget request and provide a line-item explanation of where budgetary cuts would be made. A spreadsheet has been created to assist in this process. Please include a copy of the spreadsheet with your questionnaire submission.

A reduction of any kind to the DSA Business Services FY2024 base budget funding could initially only be accomplished by a reduction or elimination of student employee wages, followed by travel and business expenses, and finally a reduction in one essential staff member. We note, however, that a reduction in critical staff would negatively affect our ability to keep the Division of Student Affairs in compliance with Federal, State, and University rules, regulations, and policies. With that said, however, our proposed budget adjustments would be as follows:

Reduction of 3.5%

A reduction of 3.5 % to the DSA Business Services base budget (-\$32,047) would be achieved by a reduction of \$10,583 in student worker wages, \$6,000 in professional development, \$3,000 in travel for those professional development opportunities, along with its associated expenses and admin charges.

Reduction of 5%

A reduction of 7 % to the DSA Business Services base budget (-\$46,296) would be achieved by a reduction of \$10,833 in student worker wages, \$3,000 in travel associated with professional development opportunities, and the reduction of one full-time essential staff member by \$20,000, along with associated expenses and admin charges. Should this become a possibility, we would seek to split fund a full-time staff member and cover the cost through fund equity. This would only be possible for one fiscal year.

Reduction of 7.5%

A reduction of 7.5 % to the DSA Business Services base budget (-\$69,444) would be achieved by a reduction of \$11,250 in student worker wages and the elimination of one critical staff team member, along with associated expenses and admin charges. In this scenario, DSA Business Services would have to assess its current business practices to streamline its processes and still accomplish its vital tasks/roles with one less team member.

STUDENT SERVICE FEE Questionnaire				
Name of Unit: Business Services				
Dept#: H0021				
	FY 2024	FY 2024	FY 2024	FY 2024
Funding Sources	Base Budget	Amount of 3.5% Reduction	Amount of 5.0% Reduction	Amount of 7.5% Reduction
Student Service Fees- Base Budget	925,921	32,407	46,296	69,444
Expenses		Amount of 3.5% Reduction	Amount of 5.0% Reduction	Amount of 7.5% Reduction
Salaries and Wages				
Full-time Employee Salaries			20,000	40,000
Student Workers Wages		10,583	10,833	11,250
Graduate (GA/IA) Students Wages				
Fringes		-	7,000	14,000
Salaries/Fringes Total		10,583	37,833	65,250
Other Expenses				
Travel		3,000	3,000	
M & O		10,990	2,843	264
Professional Development		6,000		
Admin Charge	Enter % 6%	1,834	2,621	3,931
Other Expenses Total		21,824	8,463	4,194
TOTAL EXPENSE		32,407	46,296	69,444
Amount left to allocate		0	0	0

9. What are the other possible sources of funding available to your unit and what efforts are being made to access them (e.g. grants, donations, etc.)? If you receive funds from other sources, please briefly describe the source, purpose, and duration of the funding and report the amounts received in the appropriate rows/columns on the SFAC Spreadsheet.

Funding from student fees is directed to maintaining the business support staff that serve the Division of Student Affairs’ departments and programs that receive SFAC funds. The Business Services’ team serving Student Housing is funded by Student Housing & Residential Life activities. Besides a small amount of central funds to supplement our financial reporting team, there are no alternative sources of funds for DSA Business Services.

10. Please describe any services that are similar to yours and/or any overlap between your unit and any other unit(s) providing services to students and the rationale for the overlap.

The DSA Business Services department provides all the financial and human resource/payroll transactional processes for all the departments within the Division of Student Affairs. As the sole area designated to handle these processes and roles, DSA Business Services is vital to the division in ensuring that the division and its departments stay in compliance with both University and state guidelines. As such, there are no similar services provided within the Division of Student Affairs.

STUDENT SERVICE FEE Questionnaire

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 Dept#: H0021

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