



FY18 SFAC QUESTIONNAIRE

UNIVERSITY of HOUSTON

BUSINESS SERVICES

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.

MISSION

Business Services provides the administrative, financial, 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

These 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. These 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, promoting a culture of continuous improvement.

HOW BUSINESS SERVICES ACOMPLISHES 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 in 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 has allowed 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 impact 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 is an active participant in the stewardship of the funds that the Student Services Advisory Committee provides to University programs. We ensure that all financial and human resource/payroll transactions are processed on a timely basis while adhering to all regulations and guidelines set by the University, as well as state and federal agencies. Business Services is also charged with timely reporting and budgetary oversight for the division. With our assistance, oversight and guidance, the SFAC funded programs are able to focus on offering outstanding TIER ONE services and activities, leading to student success.

2 UNIT ORGANIZATIONAL CHART

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.

LEADERSHIP TEAM



Devi Bala
Asst VP, Business Services

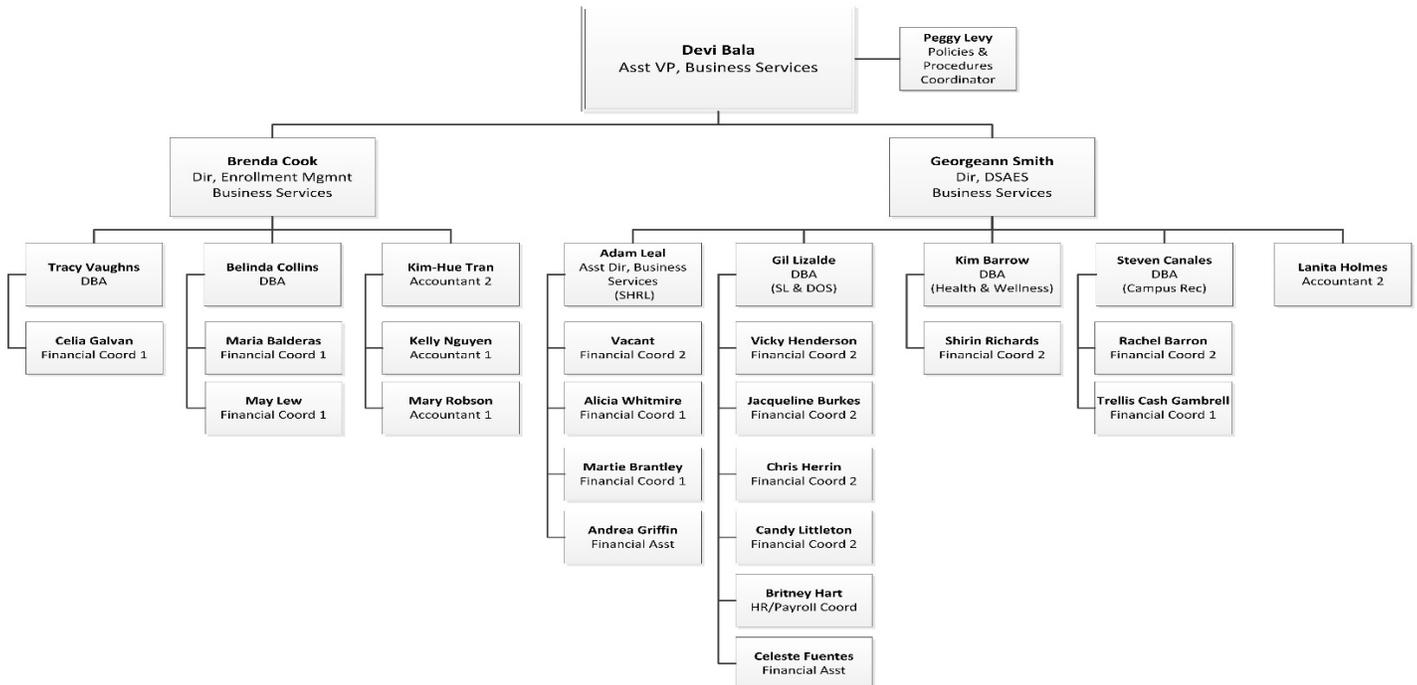


Brenda Cook
Dir, Enroll Mgt Bus Svcs



Georgeann Smith
Dir, Coll/Div Business Oper

ORGANIZATIONAL CHART



3 STRATEGIC INITIATIVES 2015-2016



List your unit's strategic initiatives and action steps identified for the 2015-2016 academic year and cite the specific Division of Student Affairs and Enrollment Services (DSAES) 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



Business Services Strategic Initiatives were developed to support the broader University and DSAES Initiatives. We set our priorities in terms of affecting Student Success.

DSAES / UNIVERSITY INITIATIVE

Resource Management, Leadership, Facilities

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

BUSINESS SERVICES INITIATIVE	OUTCOME
<p>Establish protocols, guidelines and incentives in consultation with Human Resources to recruit, train and retain talented and skilled staff to best meet the needs of the students and to effectively implement division programs and services.</p>	<p>To aid our partners, we documented the internal HR processes for recruitment and hiring. Business Services' staff trained our partners so they could avoid challenges and delays in navigating the process. Our administrators also supported hiring managers in hiring student workers.</p>
<p>Execute an effective operating plan of existing fiscal, human, technological and facility resources in support of student success.</p>	<p>Business Services' Administrators assisted senior leaders in drafting five and ten year plans to maximize their resources – both fiscally and physically, thus positively impacting student success. Concerning technology advances, creation of several automated processes were completed in FY2016. The Business Services' Housing team created a SharePoint workflow for submission of housing programs for approval. Also, Business Services created SharePoint workflow applications for contract submission and approval, as well as monthly cost center verification. These last two programs will go into production in FY2017, creating greater efficiency within Business Services with the ultimate goal of reducing processing time for our partners.</p>
<p>Provide the highest quality customer service experience utilizing technology, training and resources to improve user satisfaction.</p>	<p>Dedicated to providing the best in customer service, the Business Services Senior team is constantly assessing and improving the services to our UH partners. In FY16, Business Services provided training in the following topics: contract processing, TRAM payroll management, Concur travel processing, staff evaluations, understanding and utilizing financial documents, and procurement/travel cards.</p>

DSAES / UNIVERSITY INITIATIVE**Innovation, Accountability, Transparency**

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

BUSINESS SERVICES INITIATIVE	OUTCOME
Establish and implement a series of reporting procedures for the purpose of demonstrating measurable outcomes and data to demonstrate a collective contribution to student success.	Business Services has developed reporting that gauges the quantity of transactions processed per quarter. In turn, this information is used to assess individual performance and flag any areas where staffing levels may need to be adjusted or pinpoint needs for specialized training. This is just one tool used to provide improved services to our partners positively affecting student success.

DSAES / UNIVERSITY INITIATIVE**Communication, Brand, Initiative**

Cultivate a collective identity that demonstrates a united vision.

BUSINESS SERVICES INITIATIVE	OUTCOME
Expand the opportunities for staff involvement in division-wide initiatives, programs and services.	Business Services staff members serve on many committees in order to aid their respective areas. Some of these committees include procurement/evaluation committees, employment search/interview committees, gift development, LGBT program development, Frontier Fiesta/cash handling/bank improvement, student/staff morale, emergency preparedness, and regular participation in division leadership meetings.

DSAES / UNIVERSITY INITIATIVE**Partnership, Strategy, Positive Impact**

Create and engage in strategic partnerships

BUSINESS SERVICES INITIATIVE	OUTCOME
Engage the Division of Administration and Finance in effective facilities management and the prioritization of capital investments.	Business Services actively supports DSAES in all levels of interaction with facilities management. These interactions are not limited to operational maintenance but also include matters concerning deferred maintenance, capital improvements, and construction.

4 ASSESSMENT & EVALUATION



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.

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 FY2016 transactions.

4 ASSESSMENT & EVALUATION

The first listing details financial transactions by area of oversight.

Department	Cost Centers Count	Vouchers	Requisitions/ PO's	Contracts	Journals	P-Cards	T-Cards	Scholarship Award Memos (SFA only)
Business Services	3	13	1	0	4	19	0	0
Housing	34	597	99	107	388	1472	145	0
Health and Wellness	52	2560	85	40	1209	1008	256	0
VP Student Affairs	10	268	5	1	340	101	7	0
VP Student Affairs	23	52	7	3	17	191	83	0
Dean of Students	10	93	12	12	27	395	77	0
Student Life	88	3184	231	183	1981	3223	331	0
Enrollment Services	272	1020	20	16	419	929	2327	2777
Total	492	7788	460	361	4385	7337	3225	2777

2016 Full Year Estimated

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	Staff Fulltime	Staff Part-time	Total	E-PRFS Processed	E-PRFS Pending	E-PARS Processed	E-PARS Pending	Payroll
Business Services	25	2	27	15	0	28	0	396
Housing	31	224	255	44	4	891	15	4557
Health and Wellness	63	756	819	232	0	1567	69	8388
VP Student Affairs	11			0	0	36	0	625
VP Student Affairs	2	1	3	32	0	8	3	13
Dean of Students	14	20	34	24	0	60	0	536
Student Life	92	172	264	184	0	683	13	4989
Enrollment Services	145	109	254	256	5	675	11	3645
Total	383	1284	1656	787	9	3947	111	23151

2016 Full Year Estimated



Please discuss any budget or organizational changes experienced since your last (FY2017) 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. In addition, if your unit concluded FY2016 with a Fund 3 addition to Fund Equity, please describe the conditions which caused the addition.

Dr. Walker approved for Business Services to establish a separate cost center for business staff serving the Division of Student Affairs & Enrollment Services. This conversion was effective September 1, 2016. Serving this division are two business teams. One team is dedicated to serving Enrollment Services which encompasses Financial Aid, while a second team is dedicated to Student Life, Housing, Health & Wellness, and the offices of the VC/VP of Student Affairs and that of the Dean of Students.

The team led by Brenda Cook serving Enrollment Services, is funded by tuition-restricted funds. The second team is led by Georgeann Smith and has two funding sources. Housing is funded by auxiliary funds earned through campus housing activities, while the rest of the team is funded by SFAC funds. Expenses related to these staff members have been included in various SFAC funded programs: Center for Student Involvement, Center for Student Media, Counseling & Psychological Services, Student Center, Student Health Center, University Career Services and the VC/VP of the Division of Student Affairs & Enrollment Services. This move was budget neutral meaning that there was no increase of funds needed to move the Business Services staff to their own SFAC cost center. The Assistant VP for Business Services made every effort to insure that there was no financial impact on SFAC funds.

This process has already had several successes. By separating the Business Services staff from the programmatic operations, a greater level of transparency and accountability has been achieved. With separation of duties, no longer are the respective areas reconciling



their own transactions. All reconciliations are now performed within the director's office so that the individual transactional teams are accountable for their work.

This shift in responsibilities and reporting has also improved recognition of revenue and budgetary oversight. The division also benefitted from the reassignment of Business Services' directors. Effective September 1, 2016, the Division of Student Affairs and Enrollment Services has two directors whom are solely dedicated to supporting the division.

6 STRATEGIC INITIATIVES 2017-2018



Please list your 2017-2018 strategic initiatives and action steps in priority order and cite the specific Division of Student Affairs and Enrollment Services Strategic Initiatives 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 FY2017 and into FY2018, 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 the Dr. Khator and Dr. Walker with this vision in mind.

6 STRATEGIC INITIATIVES 2017-2018



DSAES / UNIVERSITY INITIATIVE

Resource Management, Leadership, Facilities

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

BUSINESS SERVICES INITIATIVE	OUTCOMES
Establish protocols, guidelines and incentives in consultation with Human Resources to recruit, train and retain talented and skilled staff to best meet the needs of the students and to effectively implement division programs and services.	Over the next year, Business Services will survey their UH partners to ascertain ways that we can support and improve their recruiting and hiring practices.
Execute an effective operating plan of existing fiscal, human, technological and facility resources in support of student success.	Business Services will work with each program group to develop easy and effective reporting in order to help them achieve their mission and goals.
Provide the highest quality customer service experience utilizing technology, training and resources to improve user satisfaction.	Business Services will use various methods of acquiring feedback and suggestions for improving customer service. We will use this information for setting a training plan for teams and individuals to achieve Tier One Customer Service.

6 STRATEGIC INITIATIVES 2017-2018

DSAES / UNIVERSITY INITIATIVE

Innovation, Accountability, Transparency

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

BUSINESS SERVICES INITIATIVE	OUTCOMES
Establish and implement a series of reporting procedures for the purpose of demonstrating measurable outcomes and data to demonstrate a collective contribution to student success.	Develop new ways to gauge staff improvement and deficiencies. Use this data to grow our staff in skill and efficiency.

DSAES / UNIVERSITY INITIATIVE

Communication, Brand, Initiative

Cultivate a collective identity that demonstrates a united vision.

BUSINESS SERVICES INITIATIVE	OUTCOMES
Expand the opportunities for staff involvement in division-wide initiatives, programs and services.	Business Services will initiate a more concerted effort to support and encourage staff involvement with division-wide initiatives.

DSAES / UNIVERSITY INITIATIVE

Partnership, Strategy, Positive Impact

Create and engage in strategic partnerships.

BUSINESS SERVICES INITIATIVE	OUTCOMES
Engage the Division of Administration and Finance in effective facilities management and the prioritization of capital investments	Business Services will work with facilities management and the division's departments to analyze and improve relations and response.



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 & Enrollment Services' departments and programs that receive SFAC funds. In addition, the University administration also supplies funds from tuition dollars to support the Enrollment Services Business Services' team.



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.

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