

UNIVERSITY of HOUSTON

BUSINESS SERVICES

FY2023

PROGRAM QUESTIONNAIRE

Student Fee Advisory Committee



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.

MISSION

Business Services provides the administrative, financial, auditing, and human resource/payroll support for all 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

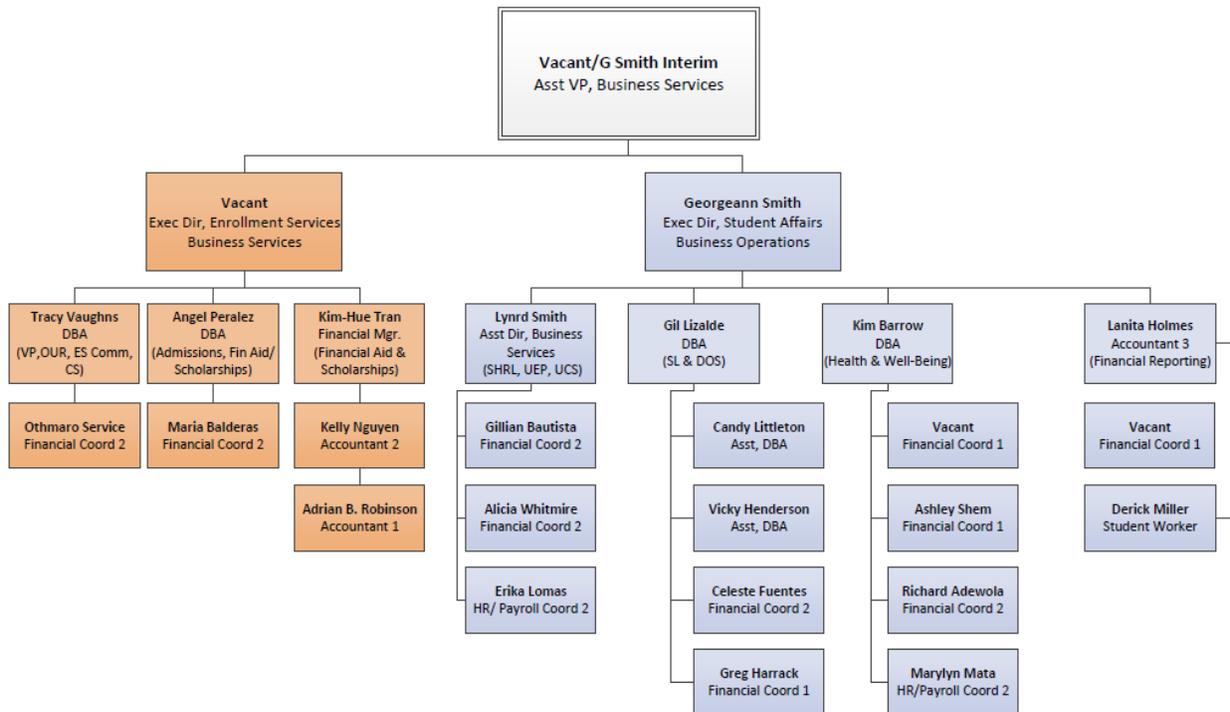
Our principles set a standard for engaging our customers with an ethic of care in a manner that demonstrates courtesy, attentiveness, active listening, proactive problem-solving and patience. We encourage our staff to possess a cultural sensitivity and awareness of our diverse customers. Our core values 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.

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. Most 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 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 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 2020-2021 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 these items.

DSAES Plan: (http://www.uh.edu/dsaes/about/strategic_plan.html)

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

Strategic Initiative: Division Cohesion - Create and foster a cohesive division identity, culture, and community.										
Action Step	Tactic	Assessment Metrics/Outcomes	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	Comments/possible metrics	
Implement staff communication strategies that promotes a mutual understanding of who we are and what we do.	Develop service standards to provide excellent customer service through team work.	Complete implementation and practices for analysis to ensure continuous improvement	X				X Implementation of annual survey		Complete/Annual Review/Committee established to review metrics 7/2021	
Invest in staff success through professional development, recognition, and opportunities for broader participation throughout the division.	Develop and implement a business staff handbook stressing compliance and ethical behavior	Continuous reduction of compliance exceptions and process improvement	Year 1 Contracting, Personal Accountability	Year 2 HR/Payroll	Year 3 Procurement Processing				Ongoing	
Action Step	Tactic	Assessment Metrics/Outcomes	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	Comments/possible metrics	
Invest in staff success through professional development, recognition, and opportunities for broader participation throughout the division.	Establish a staff succession plan detailing necessary training, skills and experience	Dissemination of plan to staff and establishment of individual training schedules				Year 4 Establish Plan/Tabled	Year 5 Implementation	Year 6 Implementation	Year 4 Committees established to establish plan.	
Foster collaborative divisional processes focused on common goals.	Establish both standing and ad hoc committees within department to address oversight and non-compliance of related business operations.	Elimination compliance failures, committing to excellent service, integrity & accountability				X			Establish committee structure and assign applicable goals	
Foster collaborative divisional processes focused on common goals.	Establish annual assessment of needs for cross training of business staff.	Elimination of single points of failure, committing to excellent service, integrity & accountability	X	X					Complete/Ongoing. Re-evaluate annually	
Strategic Initiative: Resources - Evaluate, actively pursue, and leverage resources to enhance the UH experience.										
Action Step	Tactic	Assessment Metrics/Outcomes	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	Comments/possible metrics	
Evaluate resources to identify opportunities for efficiency, improvement, and transformation.	Develop and implement a schedule of daily/weekly/monthly/annual tasks/checklists for department business administrators to ensure compliance and timely processing.	Continuous reduction of compliance exceptions	X				X Revised		Complete/Annual Review	

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.

In order to achieve our strategic tactics and evaluate continuous improvement as it relates to our strategic plan and defined daily operations, we have established a system of standing and ad hoc committees. All Business Services' staff volunteer to serve on two committees per year. Participation is a requirement of their employee annual performance. Standing committees have been established for most areas of business operations. Listed below are current standing committees with their FY22 goals.

- HR/Payroll Team: 1) Document Approval Process, 2) Review TALEO process.
- Cash Handling Team: Review and test annual Cash Handling documents
- P-Card Team: Address common p-card errors and training opportunities. Create training one-sheet.
- Travel/T-Card Team: Address compliance of travel guidelines, common t-card errors and training opportunities.
- Professional Development Team: Plans annual activity for all Business Services' teams. Collaborates with A&F Business Services' teams.
- Policy Review Team: Performs annual review of Business Services' policies not directly related to cash handling or HR/Payroll processes. Makes recommendations to senior leadership. 1) Internal Hours of Work policy, 2) Business Standards policy

Ad hoc committees have been established for specific issues or topics. One ad hoc committee created a survey to give to DSAES department leaders and staff to gauge the effectiveness of Business Services' established Service Standards. The first survey will be sent out in the next thirty days and then again in six months. The committee will then evaluate the findings and define any changes, updates or specific staff training that may be needed. Another ad hoc committee established the work plan for Business Services' staff succession planning. All staff have completed sets of questionnaires and sixty per center have completed the first individual meeting to discuss goals and establish a training plan. A third ad hoc committee is currently being established to develop naming conventions for descriptions for all business workflow transactions.

5. Please discuss any budget or organizational changes experienced since your last (FY2022) 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.

There are two Business Services teams that 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. The second team is dedicated to Student Life, Student Housing and Residential Life, AVP-Student Affairs, Health & Well-Being, and the Dean of Students. The housing team in Business Services is funded by auxiliary funds earned through campus housing activities, while the

rest of the DSAES Business Services team is funded by SFAC funds. The Business Services' team has not had any funding changes since the last SFAC request.

6. If your unit concluded FY2021 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 \$167,161. Roughly, \$56k corresponds to lapsed salary/fringes savings during FY2021. The savings correspond with the wages, fringes and applicable administrative fee for two vacant positions that could not be filled due to the COVID-19 hiring freeze. The remainder of savings returned relates to regular operational, travel expenses and administrative fees. The three contributing factors to our large return was 1) the hiring freeze, 2) travel restricted and, 3) reduced office expenses for staff working from home. All three factors are related to the pandemic.

Expense Category	Amount
Staff Salaries	\$52,241
Student Worker Wages (NCWS)	\$10,000
Fringe	\$13,096
Operational Expenses	\$81,823
Admin Charge (6%)	\$10,000
TOTAL	\$167,161

7. Please list your 2022-2023 strategic initiatives and action steps in priority order and cite the specific Division of Student Affairs and Enrollment Services 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.

Due to the pandemic, our five-year strategic plan has been extended to year six. Although substantial progress was made, completion of FY21 scheduled projects have been pushed back to FY22 and those for FY22 to FY23. Business Services' committee work will continue to impact compliance and service standards. As interim ED, Business Services, I am a member of two newly formed university-wide committees, UH Controller's Task Force and the Associate VC/VP, Finance CI committee. Each committee has been tasked to address problems and concerns from the university-at-large relating to finance, reporting, human resources and payroll. This critical committee work will drive the strategic goals for FY23.

8. Recognizing that the potential to generate additional Student Service Fee income for FY2023 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 5% in your total FY2023 base Student Service Fee budget request and provide a line-item explanation of where budgetary cuts would be made.

A reduction of five percent (\$43,953) in Business Services funding could only be accomplished by a reduction in essential staff. Loss of critical staff would negatively 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 two student worker positions as well as staff training and seasonal temporary labor.

Expense Category	Amount
Staff Training	\$11,116
Temporary Labor	\$10,000
Student Worker Wages (NCWS)	\$20,000
Fringe	\$200
Admin Charge (6%)	\$2,637
TOTAL	\$43,953

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 & 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 supporting Enrollment Services.

10. Please describe any services that are similar to yours and/or any overlap between your

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