

EZEKIEL W. CULLEN  
BUILDING



**FY19 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, 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

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 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 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 employs five student employees earning their undergraduate degrees and one intern in his last semester in the graduate program learning the business and financial side of higher education. Through their employment with Business Services, student employees 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.



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.

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

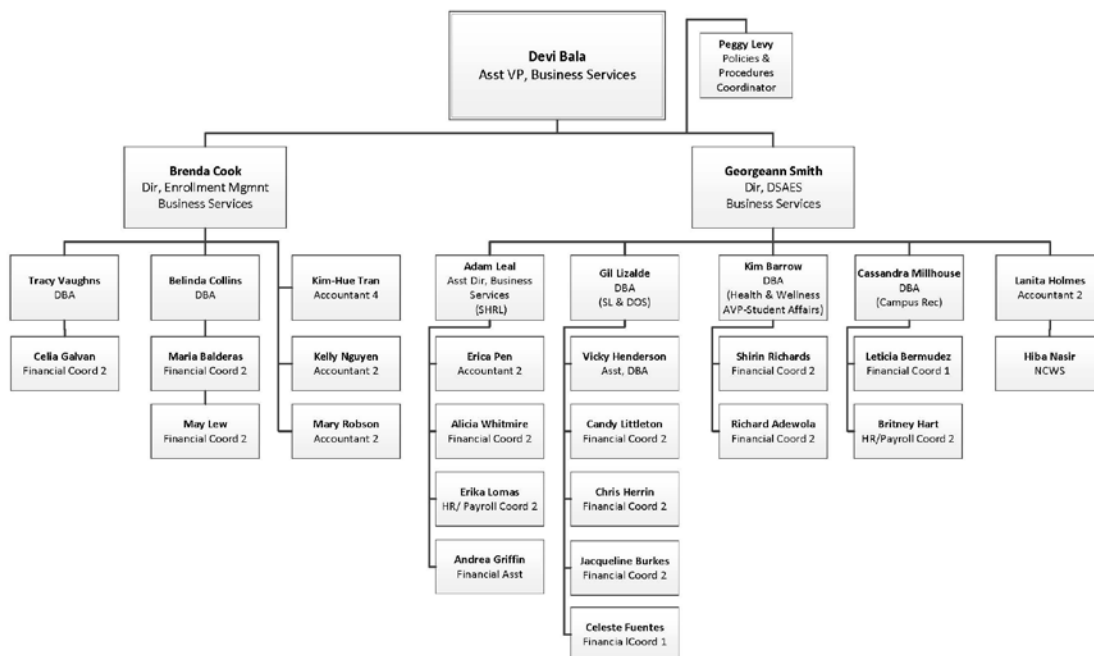


**Brenda Cook**  
Dir, Enroll Mgt Bus Svcs



**Georgeann Smith**  
Dir, Coll/Div Business Oper

## ORGANIZATIONAL CHART





# 3 STRATEGIC INITIATIVES 2016-2017



List your unit's strategic initiatives and action steps identified for the 2016-2017 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. 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.



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><b>Student Workers</b> - Better understand the experience for Business Services' student workers through anonymous surveys in order to develop a baseline standard and to work on improving their experience in the future.</p>	<p><b>Develop, encourage, and increase the student experience of Business Services' student workers.</b></p> <p><b>Purpose of Assessment Activity:</b> Develop, encourage, and increase the student experience of Business Services' student workers.</p> <p><b>Method of assessment:</b> Establish baseline metrics and then proceed with collecting data via an online survey.</p> <p><b>Frequency / Timeline of Assessment Activity:</b> Establish a baseline in December 2016. Then, beginning in the Spring semester, the surveys will be performed three times per year in the end of Fall, Spring &amp; Summer semesters.</p> <p><b>Results:</b> A student satisfaction survey was conducted and completed; However, the data compiled did not give us the information we were looking for. The information / data received only gave us end of year results versus a full year of information.</p> <p><b>Action to be taken as a result of the activity:</b> We will be conducting 2 student satisfaction surveys for FY18; One in the beginning of the school term (Fall 2017) and one at the end of the school term (Spring 2018), so we can be sure to gather data on what experience the students want to have versus the experience they did receive while working for Business Services.</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
<p><b>Customer Service – Reporting:</b> Establish and implement a series of reporting procedures for program directors in order to improve report comprehension.</p>	<p><b>Tailor effective reporting for business partners.</b></p> <p><b>Purpose of Assessment Activity:</b> Assessment will improve customer service by providing effective reporting, enabling management to make better, timelier decisions.</p> <p><b>Method of assessment:</b> Business Services Directors will meet with program directors to assess reporting needs and ensure that reported information is easily understandable, timely and includes financial and operational data necessary to ensure student success.</p> <p><b>Frequency / Timeline of Assessment Activity:</b> Monthly meetings as needed with directors to assess needs and develop reporting tools.</p> <p><b>Results:</b> 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><b>Action to be taken as a result of the activity:</b> All reporting tools have been updated to reflect the directors' needs.</p>



## DSAES / UNIVERSITY INITIATIVE

### Communication, Brand, Initiative

Cultivate a collective identity that demonstrates a united vision.

BUSINESS SERVICES INITIATIVE	OUTCOME
<p><b>Customer Service – Website:</b> Implement use of the 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><b>Provide the highest quality customer service experience utilizing technology, training, and resources to improve user satisfaction.</b></p> <p><b>Purpose of Assessment Activity:</b> Business Services will use the newly-designed website to improve services to our business partners. This new website provides an information library with links to the most up-to-date forms and processes. Through marketing and training, Business Services will acquaint our business partners with this offered service designed to save time and create process efficiency. An assessment will provide feedback in order to design and modify the website to meet and exceed our partner's needs.</p> <p><b>Method of assessment:</b> Establish an online survey for baseline data.</p> <p><b>Frequency / Timeline of Assessment Activity:</b> Survey on February 15th and July 15th of each year.</p> <p><b>Results:</b> Business Services website was completed, but website satisfaction survey is pending.</p> <p><b>Action to be taken as a result of the activity:</b> Due to the changes in the Business Services teams, Business Services will be revamping / updating the Business Services website. During this process, we will conduct a survey (for FY18) that will gather analytics / data on website usage, traffic, and user friendliness.</p>

# 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 FY2017 transactions. Please keep in mind that each document count reflects only the creation of that document. Within Business Services, each document may be accessed multiple times as it is reviewed, approved, and certified.



The first listing details financial transactions by area of oversight.

Department	Cost Centers Count	Vouchers	Requisitions & PO's	Contracts	Journals	P Cards	T Cards	FAMIS	Award Memos (SFA only)	Total
AVP FOR STUDENT AFFAIRS	12	528	75	1	258	290	62	55		<b>1,281</b>
DEAN OF STUDENTS	17	687	92	6	193	484	272	6		<b>1,757</b>
ENROLLMENT SERVICES	178	750	28	20	1,533	993	4,104	1,128	2,840	<b>11,574</b>
HEALTH & WELLNESS	53	3,512	772	55	2,329	1,570	820	281		<b>9,392</b>
STU HOUSING-RESIDE LIFE	43	2,358	623	80	995	1,278	278	28,918		<b>34,573</b>
STUDENT LIFE	98	7,243	996	176	4,292	2,584	456	2,569		<b>18,414</b>
VP FOR STUDENT AFFAIRS	21	13	4	3	50	377	180	31		<b>679</b>
<b>TOTALS:</b>	<b>422</b>	<b>15,091</b>	<b>2,590</b>	<b>341</b>	<b>9,650</b>	<b>7,576</b>	<b>6,172</b>	<b>32,988</b>	<b>2,840</b>	<b>77,670</b>

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 Full-time	Staff Part-time	Total	E-PRFS Processed	E-PRFS Pending	E-PARS Processed	E-PARS Pending	Total
AVP FOR STUDENT AFFAIRS	16	13	<b>29</b>	29		111		<b>140</b>
DEAN OF STUDENTS	16	23	<b>39</b>	9		209		<b>218</b>
ENROLLMENT SERVICES	145	98	<b>243</b>	200	8	606	23	<b>837</b>
HEALTH & WELLNESS	97	700	<b>797</b>	134	8	1,912	28	<b>2,082</b>
STU HOUSING-RESIDE LIFE	39	327	<b>366</b>	53		949	1	<b>1,003</b>
STUDENT LIFE	101	199	<b>300</b>	76		706	4	<b>786</b>
VP FOR STUDENT AFFAIRS	30	8	<b>38</b>	59		82		<b>141</b>
<b>TOTALS</b>	<b>444</b>	<b>1,368</b>	<b>1,812</b>	<b>560</b>	<b>16</b>	<b>4,575</b>	<b>56</b>	<b>5,207</b>

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



Please discuss any budget or organizational changes experienced since your last (FY2018) 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.



Dr. Walker approved for Business Services to establish a separate SFAC-funded program 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 Scholarship & Financial Aid, Admissions, Enrollment Services, Office of the Registrar, and Student Communications & Marketing. A second team is dedicated to Student Life, Housing, 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 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.

During FY2017, two changes were made to the SFAC base budget. First, Business Services transferred \$29,550 to Dr. Walker's SFAC program to fund the Assistant VP for Business Services. Secondly, Business Services returned \$11,840 to the Student Center SFAC program. During the initial centralization of the Business Services SFAC team, there was an error in the calculation of administrative charges which resulted in excess funds transferred from the Student Center SFAC program.



### Organizational Changes

With three long-term employees retiring, the department implemented some significant changes. These changes afforded Business Services the opportunity to streamline services and better accommodate the needs of our business partners.

- **Georgeann Smith:** Joined the DSAES Business Services team in September 2016 in the role of Director, Business Operations. Georgeann is responsible for all of the Student Affairs Business Services teams. Georgeann joins the team with over 23 years of experience in higher education.
- **Cassandra Millhouse:** Joined the DSAES Business Services team in March 2017 in the role of DBA within the Business Services team overseeing the area of Campus Recreation and Wellness Center. Cassandra joins the team with over 20 years of experience in higher education.

- **Richard Adewola:** Joined the DSAES Business Services team on March 2017 in the role of Financial Coordinator within the Business Services team overseeing the area of the Center for Students with Disabilities. Richard joins the team with over 2 years of experience in higher education.
- **Letty Bermudez:** Joined the DSAES Business Services team in July 2017 in the role of Financial Coordinator within the Business Services team overseeing the area of Campus Recreation and Wellness. She joins the team with over 5 years of experience in higher education.
- **Erica Pen:** Joined the DSAES Business Services team on March 2017 in the role of Accountant within the Business Services team overseeing the area of Student Housing and Residential Life. She joins the team with over 2 years of experience in higher education.
- **Lanita Holmes:** Joined the DSAES Business Services team on August 2016 in the role of Accountant within the Business Services team providing overall functional and accounting/reconciliation support. She joins the team with over 3 years of experience in higher education.
- **Adam Leal:** Promotion to Assistant Director, Business Services, overseeing the areas of Student Housing and Residential Life.
- **Britney Hart:** Promotion to HR/Payroll Coordinator 2 in the Business Services team overseeing the areas of Campus Recreation and Wellness.
- **Vicky Henderson:** Promotion to Assistant Department Business Administrator in the Business Services team overseeing the areas of Student Life and Dean of Students.
- **Candy Littleton:** Promotion to Assistant Department Business Administrator in the Business Services team overseeing the areas of Student Life and Dean of Students.
- **Celeste Fuentes:** Promotion to Financial Coordinator 1 in the Business Services team overseeing the areas of Student Life and Dean of Students.
- **Alicia Whitmire:** Promotion to HR/Payroll Coordinator 2 in the Business Services team overseeing the area of Student Housing and Residential Life.



If your unit concluded FY2017 with a Student Service Fee (SSF) Fund 3 addition to the SSF Reserve 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 \$60,010. Roughly \$49k corresponds to lapsed salary/fringes savings during FY2017. Several long-term employees retired during FY2017. Two of the retirees were funded by SFAC. Also in November 2016, a team supervisor left the University. The salary/fringe savings accumulated due to the extended time needed to fill the vacancies with qualified, skilled staff.

The remainder returned related to regular operational expenses being expensed to other programs since the Business Services SFAC program was established mid-year. In FY2018, this cost will be funded directly by Business Services.



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 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.



## 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

##### Student Employees

Business Services will implement and promote departmental student employee and staff training model in order to advance professional competencies.

#### OUTCOMES

To identify Business Services student employee desired learning outcomes and job perception in order to tailor the student job experience.

**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 to see if student employee outcomes were met, or if there were any changes in department perception.

**Frequency / Timeline of Assessment Activity:** Twice a year, September and May.

**Date summary to be completed:** July 2018



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

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

<b>BUSINESS SERVICES INITIATIVE</b>	<b>OUTCOMES</b>
<b>Customer Service Reporting</b>  Business Services will implement new reports for the DSAES departments in order to provide the highest quality customer service and operational efficiency.	<b>Assessment will improve customer service by providing effective reporting and enabling management to make better and more fiscally-responsible decisions.</b>  <b>Method of assessment:</b> Business Services staff will meet with DSAES department partners and collect feedback with regards to reports, reporting needs, and reporting distribution.  <b>Frequency / Timeline of Assessment Activity:</b> Business Services staff will meet with DSAES department partners and collect feedback with regards to reports, reporting needs, and reporting distribution.  <b>Date summary to be completed:</b> August 2018

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

Cultivate a collective identity that demonstrates a united vision.

<b>BUSINESS SERVICES INITIATIVE</b>	<b>OUTCOMES</b>
<b>Website</b>  Business Services will improve customer service for DSAES business partners through the implementation of its web presence.	<b>To determine if people are using the web resources Business Services has provided.</b>  <b>Method of assessment:</b> 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.  <b>Frequency / Timeline of Assessment Activity:</b> Yearly. Over the summer months.  <b>Date summary to be completed:</b> August 2018

Recognizing that the potential to generate additional Student Service Fee income for FY2019 base funding is extremely limited and recognizing that it is likely that some units will not be allocated the FY2019 base budget augmentations and/or one-time funds requested. Please provide a narrative of how your unit would accommodate a reduction of 5% in your total approved FY2018 base Student Service Fee budget and provide a line-item explanation of where budgetary cuts would be made.



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

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.



# 10 OVERLAPPING SERVICES



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.