

U N I V E R S I T Y of
HOUSTON

BUSINESS SERVICES

FY21 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 currently employs four student workers. Three are pursuing their bachelors' degree while the fourth is in the MBA program at Bauer. 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, finance, leadership, and ethical foundations.



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. We are very proud to report that in May 2019, two staff members earned their masters' degree and two earned their bachelors' degree.

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.



2 UNIT ORGANIZATIONAL CHART

LEADERSHIP TEAM



Devi Bala
Asst VP, Business Services

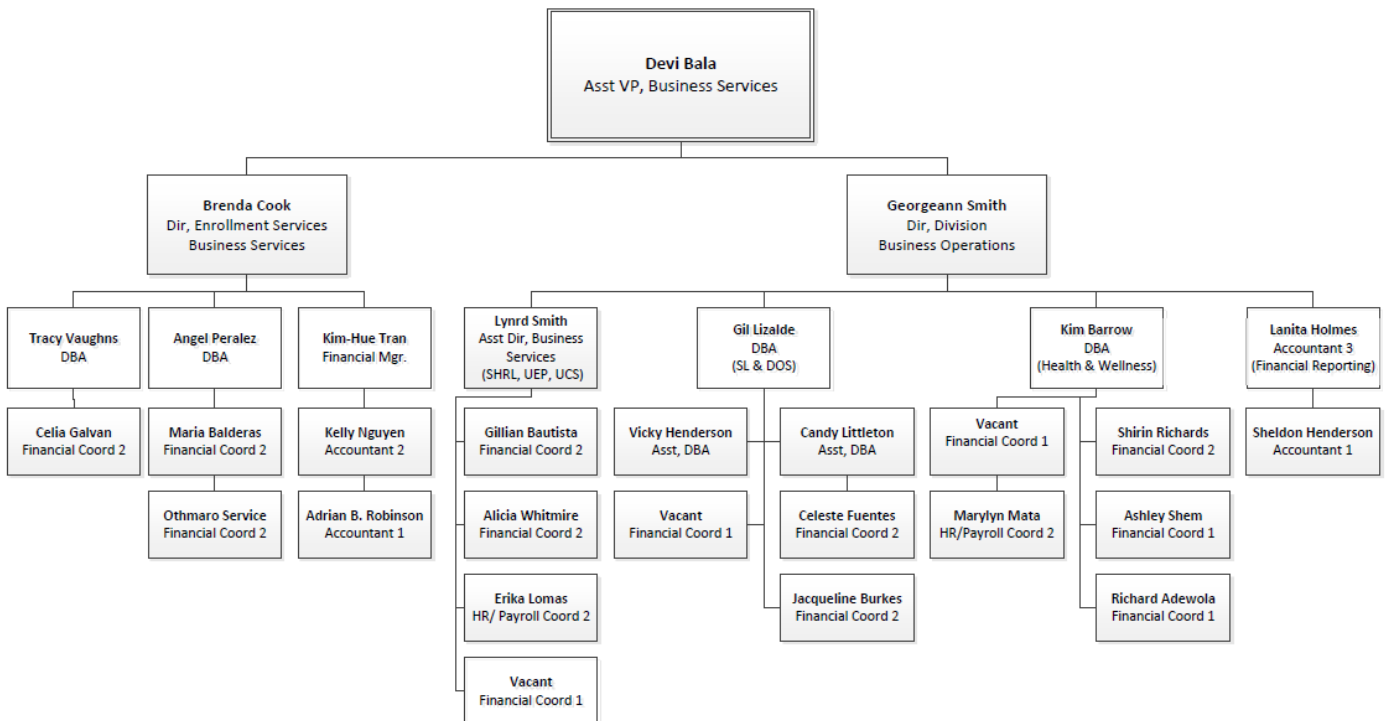


Brenda Cook
Dir, Enrollment Services



Georgeann Smith
Dir, Division Business Operations

ORGANIZATIONAL CHART



3 STRATEGIC INITIATIVES 2018-2019

Business Services Strategic Initiatives were developed to support the broader University and DSAES Initiatives. We set our priorities in terms of strengthening our processes in order to provide Tier One support to our partners. The Business Services’ team provides active support to programs that directly provide services to students.

<i>Strategic Initiative: Cohesion - Create and foster a cohesive identity, culture, and community.</i> <i>Action Step: Implement staff communication strategies that promotes a mutual understanding of who we are and what we do.</i>	
BUSINESS SERVICES INITIATIVE	PLAN AND STATUS
Develop service standards to provide excellent customer service through teamwork.	<p>Purpose of Assessment Activity: Complete implementation and practices for analysis to ensure continuous improvement.</p> <p>Method of assessment: Business Services staff will meet with DSAES department to discuss results from assessment metrics and secure feedback to ensure continuous improvement.</p> <p>Frequency / Timeline of Assessment Activity: Data and feedback should be reviewed quarterly.</p> <p>Results: During FY19 (year 1), a Business Services’ committee comprised of Business Services’ directors developed a list of service standards. The draft document is now ready for presentation to the DSAES Executive Leadership team. In FY20 (year 2), the standards will be approved by the ELT and be distributed to the Senior Leadership comprised of the directors and executive directors for the departments we serve.</p> <p>Projected outcomes: Reasonable expectations will become part of the Business Services’ customer service culture.</p>

<i>Strategic Initiative: Resources - Evaluate, actively pursue, and leverage resources to enhance the UH experience.</i> <i>Action Step: Evaluate resources to identify opportunities for efficiency, improvement, and transformation.</i>	
BUSINESS SERVICES INITIATIVE	OUTCOME
Develop and implement a schedule of daily/weekly/monthly/annual tasks/checklists for department business administrators to ensure compliance and timely processing.	<p>Purpose of Assessment Activity: To ensure continuous reduction of compliance exceptions.</p> <p>Method of assessment: Checklist provides for regular self-assessment by the department business administrators. A monthly verification is submitted to Business Services’ Directors for approval.</p> <p>Frequency / Timeline of Assessment Activity: Directors will analyze data monthly with quarterly reporting to Assistant VP, Business Services.</p> <p>Results: Business Services website reorganization was partially completed due to staffing changes.</p> <p>Outcomes: This activity has provided disciplined oversight for Business Services’ operations. Customer Service and compliance has improved.</p>

4 ASSESSMENT & EVALUATION

With last year’s assessment, Business Services sought to assess and reduce vendor late payments. Business Services is committed to providing the highest quality and efficient service to our partners through dedicated teamwork, collaboration and on-going stewardship.

Objectives:

- Identify the sources and amount of late payments, including MAPP Exceptions.
- Analyze individual payments to determine the cause of late payments.
- Develop strategies for reducing late payments that would be used by Business Services’ teams for the Division of Student Affairs and Enrollment Services and the Division of Administration and Finance.

Purpose & Measured Outcome:

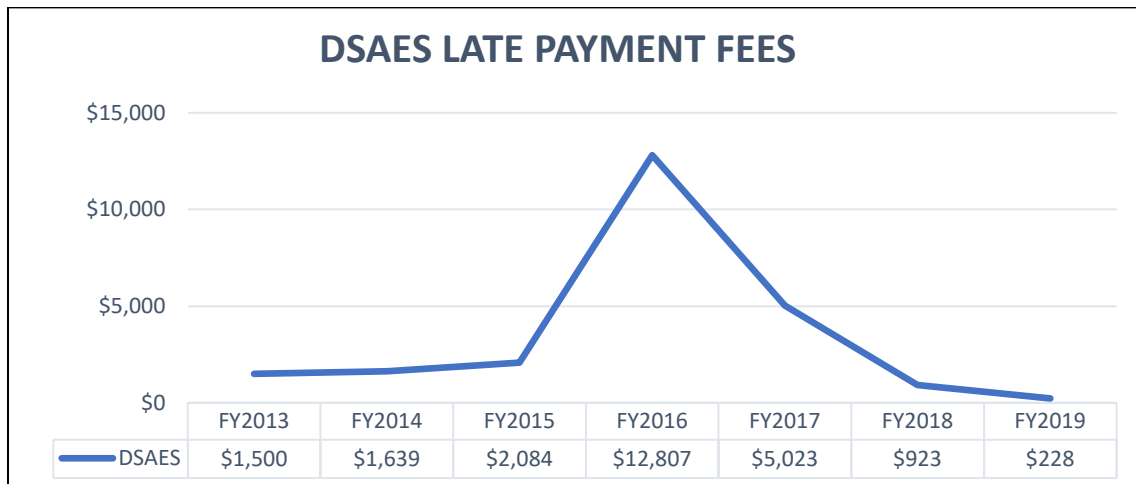
- The purpose of this initiative was to reduce measurable late payment trends reflected from the data collected from FY 2013 to FY 2018 by analyzing areas with problematic processes.
- The second purpose is to establish processes in each Business Services unit to cut down and/or eliminate late payments, and provide documentation as a reference for employees processing procurement activities.

Method:

- Financial Data from PeopleSoft for 5 years (FY 14 - FY18) has been utilized for analysis and for trends.
- Individual payment data including vendor voucher/s, email communication, receipts and any other data/documentation to be considered relevant for the procurement activity.
- Analysis Financial from FY19 to assess effectiveness of training.

Outcomes:

- FY2019 shows a 84.8% reduction in late fees when compared to FY2013
- DSAES has been reducing late fees each fiscal year since FY16.
- From FY16 to FY19, all departments have shown significant reduction.
- For the Health and Wellness team, there was a large late fee assessed in error in FY2016.

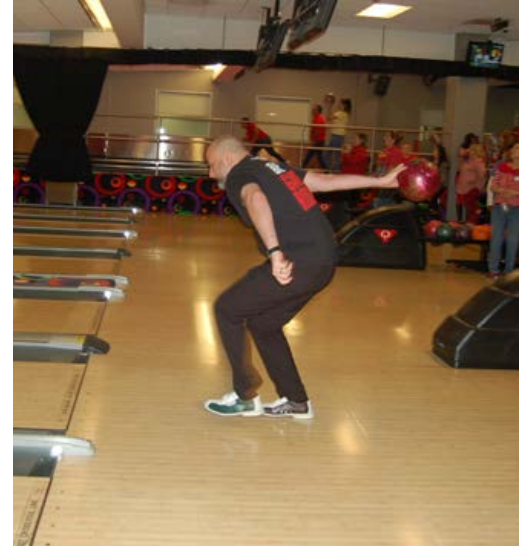




Two Business Services' teams serve the Division of Student Affairs and Enrollment Services. One team is dedicated to serving Enrollment Services, which encompasses Scholarship & Financial Aid, Admissions, Enrollment Services, Office of the Registrar, Campus Solutions, and Student Communications & Marketing. This team led by Brenda Cook serving and is funded by tuition-restricted funds.

A second team is dedicated to Student Life, Student Housing and Residential Life, AVP for Student Affairs, Health & Wellness, and the Dean of Students.

is led by Georgeann Smith has two multiple 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.



Staffing Changes

- **Gillian Bautista:** Joined the DSAES Business Services team in July 2019 in the role of Financial Coordinator 2. Gillian processes contracts, p-cards, vouchers and other financial duties for Student Housing, University Career Services, and Urban Experience Program. Gillian began her career at the University of Houston in 2008 as a college work study student while she was pursuing her bachelor's degree. She will receive her Master's Degree from the UH Hilton School of Hotel and Restaurant Management in December 2019.
- **Marylyn Mata:** Joined the DSAES Business Services team in November 2018 in the role of HR/Payroll Coordinator 2. Marylyn processes and coordinates the human resource and payroll activities for all of the Health and Wellness departments within the Division of Student Affairs. Marylyn joined the team with over 5 years of solid HR/Payroll experience.
- **Ashley Shem:** Joined the DSAES Business Services team in September 2018 in the role of Financial Coordinator 1. Ashley processes and coordinates the income and financial transactions for Campus Recreation and Wellness' programs. Ashley joined the team with over 5 years of solid financial experience.

6

EXCESS FUNDS

Business Services returned \$80,320. Roughly, \$68k corresponds to lapsed salary/fringes savings during FY2019. The savings correspond with the wages, fringes and applicable administrative fee for two positions that vacated during the year.

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

Expense Category	Returned Savings
Staff Salaries	43,801
Fringe Benefits	24,506
M&O & Travel	7,914
Admin Charge (6% of Total Expense)	4,099
Total	80,320

7 STRATEGIC INITIATIVES 2020-2021

Throughout FY2020 and into FY2021, the Business Services team shall seek to perform their daily operations with greater accuracy, accountability, and efficiency. We shall strive 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.

<i>Strategic Initiative: Division Cohesion - Create and foster a cohesive division identity, culture, and community.</i>		
Action Step	Tactic	Assessment Metrics/Outcomes
Invest in staff success through professional development, recognition, and opportunities for broader participation throughout the division.	Establish a quarterly review of SAMs and MAPPs, requiring all business staff in participating in analysis. Establish quarterly training sessions for staff to aid understanding regulations and interpretation of policy.	Continuous reduction of compliance exceptions and process improvement
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
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

8

REDUCTION PLANNING

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 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)	\$41,054
Fringe Benefits	411
Admin Charge (6% of Total Expense)	2,488
Total	\$43,953



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

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.