

HAWAI'I COMMUNITY COLLEGE UNIT REVIEW REPORT

BUSINESS OFFICE

November 13, 2006

Assessment Period: July 1, 2003 to June 30, 2006

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Unit Review at Hawai'i Community College is a shared governance responsibility related to strategic planning and quality assurance. It is an important planning tool for the college budget process. Achievement of Student Learning Outcomes is embedded in this ongoing systematic assessment. Reviewed by a college-wide process, the Program/Unit Reviews are available to the college and community at large to enhance communication and public accountability.

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Part I. Report Summary

The mission of the college is Hawaii'i Community College promotes student learning by embracing our unique Hawai'i Island culture and inspiring growth in the spirit of E`Imi Pono. Aligned with the UH Community Colleges system's mission, we are committed to serving all segments of our Hawai'i Island community.

The mission of the Business Office unit is to provide the fiscal support services for Hawaii Community College. The unit supplies support for accounting, disbursing, cashiering, contracts and grants management, procurement, inventory management, and payroll. Additionally, the unit supports the increasing needs for planning and development, all of which contribute to student learning. The exception to these services is the monitoring of UH Foundation accounts.

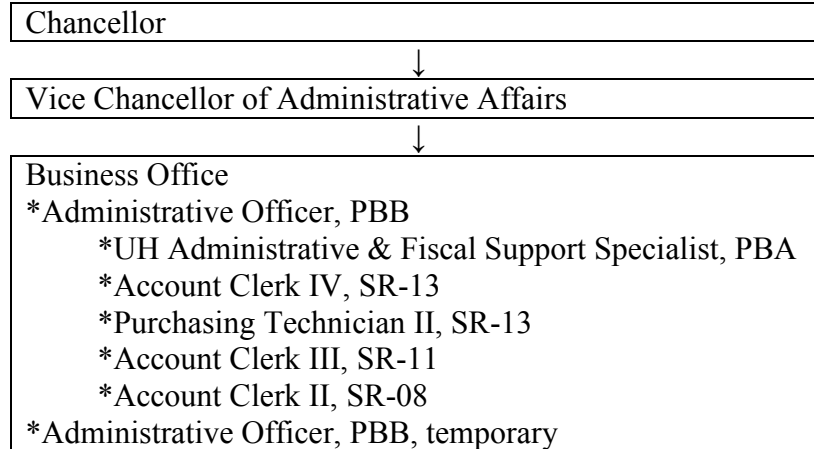
History

In 1990, the Board of Regents (BOR) approved the separation of Hawai'i Community College for UH Hilo. In 1992, Hawai'i Community College appointed the Director of Administrative Services to develop and establish fiscal services for the college. The establishment of the Administrative Officer position in 1994 presented the beginnings of a fully functioning Business Office to provide fiscal support services. Subsequently, additional positions were established for the identifiable areas of the Business Office structure. The Business Office currently has 6.00 FTE positions assigned.

During the assessment period for the Business Office, the staffing situation has not been stable. Vacancies were created through promotion and departures. In 2004, the Administrative Officer was assigned as interim Director of Administrative Affairs. Due to the nature of the assignment, the Administrative Officer position remained vacant until 2006. The Account Clerk II position has also been a position in which turnover has occurred. Between 2004 and 2005, the position has been filled twice and, in 2006, it is currently vacant and awaiting recruitment.

Since 1995 to 2006, the college budget has grown from 6.3M to 9.5M in general and tuition and fee funding and from approximately 8M to 15.5M in total funds. For the next fiscal year, the budget will be 15.5M for general and tuition and fee funding and 20M in total funds. This represents over a 20% increase in one year alone. With this increase, the demands for fiscal services and requirements will greatly increase.

Business Office Organizational Chart



Part II. Program

Services Provided by the Unit

The Business Office is responsible for the fiscal services of Hawai'i Community College (HawCC). The Business Office monitors the various funding for the college - general, special, extramural, and research, training and revolving funding. In addition, the Business Office is responsible for interpreting and monitoring all federal, state, and University regulations, guidelines, policies, and procedures. In addition, the Business Office reviews, develops, implements and/or modifies institutional policies and procedures to ensure compliance with the regulations, guidelines, policies, and procedures.

The fiscal services provided by the Unit include:

- Financial Accounting and Management – Responsible for the financial well-being for the college; Includes the monitoring of the funds; Handles the interpreting, developing, and implementing of various policies and procedures
- Cashiering – Oversees the collection of revenue for the college, including tuition and fees, non-credit tuition, cafeteria sales and shop sales
- Account Receivables – Handles the processing, monitoring and collection of accrued revenue due to the college
- Financial Aid Disbursals – Handles the disbursement of various financial aid, including Federal Title IV aid and external scholarships
- Procurement – Processes the purchasing of goods and services
- Account Payables – Processes the payments after the receipt of the goods and services
- Contracts and Grants Management – Monitors the extramural funding
- Payroll – monitors and reconciles the payroll for the college
- Inventory – distributes the decal for acquired equipment and controlled property; processes the transfer and disposal of controlled property and equipment; oversees the annual inventory

Unit Goals

- 1) Increase training and provide information to HawCC's programs and units.
 - Developed and implemented a brown bag series for faculty and staff to attend.
 - Ensure fiscal policies and procedures are adhered to.
- 2) Increase timeliness and accuracy in fiscal documents.
 - Advise the community college field in the necessary documents needed in order to facilitate the timely processing of fiscal documents, which includes requisitions and its attachments, receiving reports and invoices.
- 3) Improve the accountability for the revenue intake of the college.
 - In Fiscal Year 2006, an Administrative Officer position was created and filled in Fiscal Year 2007 . The main focus of this position is to provide fiscal services in the area of extramural funds.
 - With the onset of Banner, information on the student's account receivables for credit courses has become available systemwide. Prior to Banner, students, who registered for distance education classes, would have needed to contact the campus that they registered with. With Banner the student's information is available at any campus.
 - Review and update revenue intake policy and procedures.

Business Office Staff Listing

- 1.00 FTE – Position no. 0080162, Administrative Officer, filled
- 1.00 FTE – Position no. 0081867, UH Administrative & Fiscal Support Specialist, vacant
- 1.00 FTE – Position no. 0025661, Account Clerk IV, filled
- 1.00 FTE – Position no. 0051271, Purchasing Technician, filled
- 1.00 FTE – Position no. 0051273, Account Clerk III, filled
- 1.00 FTE – Position no. 0046280, Account Clerk II, vacant
- 1.00 FTE – Position no. 0077905T, Administrative Officer, temporary, filled July 2006

The Business Office also has up to two student assistants who are funded by Workstudy funds.

Brief Description of Facilities and Equipment

The Business Office is located in Building 397 at the Manono Campus of HawCC. Building 397 is dedicated to house both the Business Office as well as the Human Resources Office. There are six offices assigned to the Business Office and a general lobby area, which provides counter service to all. The layout of the Business Office was designed to create an environment of openness and accessibility to faculty, staff, students, and the general public.

The Business Office and Human Resources Office shares a copy machine, fax machine, and shredder. In the lobby area, there is one computer, which is available to any individual needing to do various registration transactions. Also located in the lobby are a printer and three additional computers, they are utilized for cashiering transactions and student assistants' usage.

Computer and printers are available for each staff member in assigned offices. In the Account Clerk IV's office, there is a safe to hold monetary and other sensitive material.

Part III. Quantitative Trend Data Table

Document Type	FY 2004	FY 2005	FY 2006	Estimate FY 2007
UH FMIS				
Purchase Order	1782	1430	1410	1622
P-Card	1128	1569	1653	1901
Auth for Payment	46	236	176	202
Departmental Checks	271	245	260	299
Payroll JV	161	491	541	622
Non-payroll JV **	199	214	205	236
Inter-Island TCR	293	326	318	366
Out-of-State TCR	3	6	18	21
A/R Invoices at FYE	79	75	84	97
UH FMIS Total	3962	4592	4665	5366
*RCUH				
Purchase Order	300	395	315	362
Direct Payment	96	154	170	196
Payroll JV	0	2	9	10
Non-Payroll JV	3	3	7	8
Inter-Island TCR	129	144	148	170
Out-of-State TCR	14	23	18	21
RCUH Total	542	721	667	767
UH FMIS/RCUH Total	4504	5313	5332	6133

*Note: RCUH Direct payments include, AFP, mileage reimbursements, petty cash replenishments and other direct payment transactions. RCUH Payroll and other JV entries are processed by RCUH accounting staff; therefore, this is not a workload issue for CC staff.

**FMIS Non-payroll JV counts include manual JV transactions which include general, payroll, and 13th month accrual JV's

Part IV. Quantitative Data Analysis

The UH FMIS and RCUH fiscal transaction counts exhibit a steady increase in the total number of fiscal transactions for the assessment period 2003-2006. The transactions show an increase of nearly 20%. The Purchase order transactions have decreased due to the implementation of the P-Card program, which allows departments more flexibility in procurement. However, workload has not decreased since P-Card transactions require monitoring, maintenance, and follow up with

these departments. Also, purchase orders and p-cards have seen an overall increase in the number of transactions.

The projected transactions for the fiscal year 2007 were determined taking into account, the increase of faculty and staff positions allocated to the college, in the fiscal years 2006 and 2007, and the development of the Auxiliary Services Unit and Construction Academy. Included in the projections were purchase orders, which after a two year decline, is projected to increase. There are departments that do not utilize p-cards and generate requisitions for their purchases.

Part V. Other Data

A strong customer service philosophy is an integral part of the Business Office operations. The dedicated staff has embraced this philosophy, which is reflected in the service that is given to all individuals who come to the counter. Generally, the student assistants and/or the Account Clerk IV attend to the counter. If there are more than two customers at the counter, other staff members assist. All Business Office staff is cross-trained to handle transactions over the counter.

An ongoing survey related to customer satisfaction was developed and initiated in February 2006. The overall purpose of this survey has been to assess the level of satisfaction among individuals receiving service at the counter through the knowledge, conduct and responsive of the staff. The population for this survey includes faculty, staff, students, and the general public.

The results of the survey indicate that the Business Office receives its highest percentages in its “very satisfied” and “satisfied” ratings in all categories. The combined percentages in these two ratings are as follows:

- Knowledge of Services – 79%
- Courteous and Respectful – 85%
- Responsive to Your Needs – 87%
- Overall Satisfaction – 86%

Total surveys (February 2006 – June 2006)

79

Reason for Visit		No. of responses	Avg of responses to total
Reason for Visit	Tuition	Credit	30
		Non-Credit	4
		Other Payments	21
		Student Account Inquiry	1
		Other	28
Rating of Business Office Staff			
	Knowledge of Services	Very Dissatisfied	7 8.86%

	Dissatisfied	0	0.00%
	Neutral	2	2.53%
	Satisfied	15	18.99%
	Very Satisfied	54	68.35%
Courteous and Respectful	Very Dissatisfied	7	8.86%
	Dissatisfied	0	0.00%
	Neutral	1	1.27%
	Satisfied	14	17.72%
	Very Satisfied	53	67.09%
Responsive to your needs	Very Dissatisfied	7	8.86%
	Dissatisfied	0	0.00%
	Neutral	2	2.53%
	Satisfied	15	18.99%
	Very Satisfied	54	68.35%
Overall Satisfaction	Very Dissatisfied	6	7.59%
	Dissatisfied	0	0.00%
	Neutral	2	2.53%
	Satisfied	15	18.99%
	Very Satisfied	53	67.09%

Included in the survey is an opportunity for individuals to give comments/feedback. The following is a sampling of the responses:

- I had some problems with my credit card and the staff was very patient and courteous.
- They were helpful, friendly and fast service.
- I feel blessed to be a part of the HCC community.
- I have been coming to this office for a year and have always been treated with Aloha. Mahalo!
- Everytime I come to this office, help is great.

The comments/feedback is a reflection of high satisfaction of customer service.

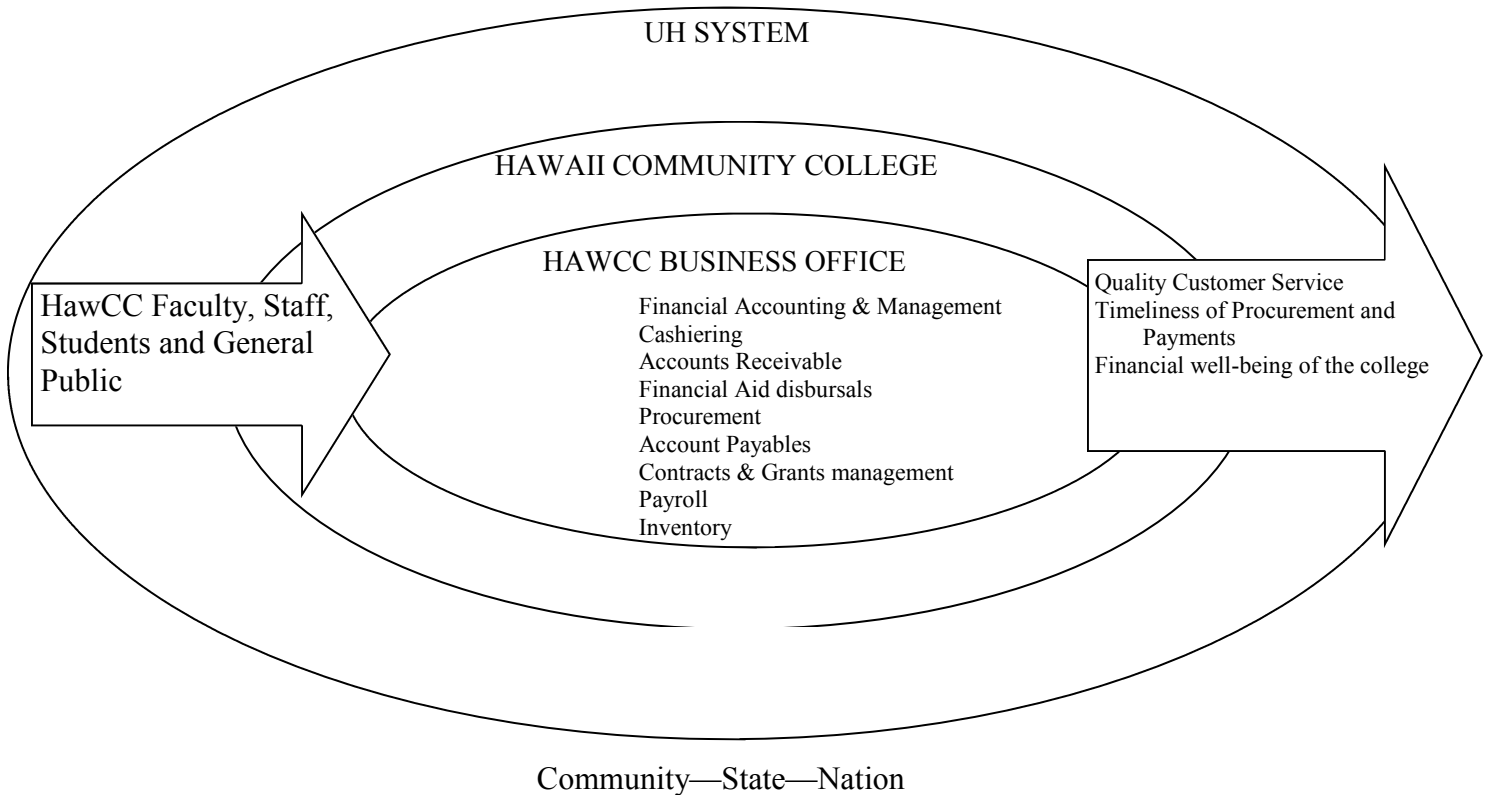
The survey also asks individuals if they have suggestions for improvements. The following is a sampling of the responses:

- Clear directives on account procedures.
- Open Saturday.
- Have some of the forms that need to be paid here, hold here.
- Move closer to financial aid office.
- Put all offices in one area so you can register and pay all at the same place.

Some of the suggestions may reflect a desire to have related services in one area, possibly with a one-stop shop concept.

Part VI. Unit SLO's

Hawaii Community College
Business Office
Program Map



Part VII. Unit Summary

This is the initial program review for the Business Office.

Alignment with College Mission

Business Office's mission aligns with UH Community Colleges System's mission by supporting its open door policy and serving all segments of our Hawai'i island community. Business Office strives to provide a high standard of service to all individuals whether they are faculty, staff, students, the general public, or associates. Service is reflected in a multitude of ways. First, it's reflected in the timeliness of the processing of purchase orders and the payment for goods and services. Secondly, the staff is accessible to field questions and provides information to all who ask. Thirdly, prompt and friendly service is provided to students who come in for various reasons including payment of tuition and inquiries on their account. Fourthly, the Business

Office provides fiscal information and monitoring for the college to ensure that the college's goals are met while staying within the budgetary framework.

Alignment with College Academic Development Plan

Goal E: Develop an effective, efficient, and sustainable infrastructure to support learning.

This unit plays a key role in supporting the college to achieve its strategic planning goal, to provide adequate support infrastructure for students and faculty. The Business Office works together with all departments and units of the college to acquire necessary resources to support student learning through the process of purchase orders and lease agreements.

Top Three (3) Unit Strengths During This Review Period

1. The Business Office has been able to adapt quickly and effectively to the technological changes that are required as the UH system institutes electronic processing such as Banner, e-Purchasing, e-Travel, and e-Inventory.
2. Despite all the vacancies during the assessment period, the Business Office has maintained cohesive and positive working relationships.
3. The Business Office has upheld the college's open door policy as it provides fiscal services to all segments.

Three (3) Main Unit Areas for Improvement/Weaknesses During This Review Period

1. Position vacancies throughout the HawCC campus as well as the Business Office have resulted in the inefficient processing of documents.
2. The Business Office Unit needs to integrate and participate with the total institution.
3. The security of Building 397 needs improvement.

Unit Goals/Plans For the Next Review Period

1. Continue to provide services with an open door policy to all segments. This is to accommodate requests that come in for information and assistance from staff, faculty, students and the general public.
2. Provide opportunities for staff development, training sessions, and staff meetings for the Business Office. This may include the closure of the counter in an interval during the workday.
3. Develop and implement security measures for the Business Office location. During the preparation of this program review, a robbery occurred on October 6, 2006. This event demonstrated the need to enhance existing security measures. This is to ensure not only the safeguarding of revenues collected but also, more importantly, the safety of employees themselves.
4. Explore and obtain more space to store fiscal documents which contain sensitive, confidential information.
5. Continue to develop and implement, at least two fiscal training sessions and/or

informational sessions annually for the staff and faculty of HawCC.

6. Develop and implement a faculty and staff satisfaction survey. This survey would assist in the satisfaction measurement of the internal operations, which includes but not limited to the quality of service and the timeliness of service. The survey would also serve as a vehicle in determining training sessions.
7. Develop a methodology, in which the time it takes to measure the processing of documents and requests can be measured, taking into account non-receipt of required documents and processing errors by the field.
8. Continue to evaluate and improve accountability for revenue, which includes non-credit and revenue generated by the trade and other programs.

Part IX. Budget Implications

There has been a growth in HawCC's total financial resources with a disproportionate lack of growth in the Business Office staffing to support the increased workload. As a result, it has inhibited the staff's ability to provide careful, accurate, and patient advice, guidance, and overall service to the college staff, faculty and students. In order to address these deficiencies, the following additional positions have been requested and included in the current Biennium budget request for the college.

1.00 FTE APT Staff – Administrative Officer

2.00 FTE Clerical Staff – Account Clerk III

These additional positions will allow the Business Office to effectively increase its services to the college. Increased response time in the procurement of goods and services enables HawCC to fulfill its mission of providing quality educational and related services to the students and the communities. These additional positions would also allow the other HawCC Units to fulfill their Program Review goals in a more timely fashion. Furthermore, a commitment to reduce turnaround time to process the Account Payables to avoid delinquencies in the processing of payments can be fulfilled.

In addition to increased productivity, the additional positions would provide stability in staffing. Currently, the Business Office employs up to two student assistants. The duties of the student assistants vary from filing to handling cash transactions. The drawback to this type of employment is that the retention of these individuals is low. Also, due to the sensitivity and confidential nature of the transactions that are handled at the Business Office, the employment of regular staff would be more appropriate.

In support of these requested positions, the start up costs is approximately \$3,000, which includes the purchase of office equipment and supplies.

The need for storage is another factor to be considered. Storage space for all files is not adequate. The number of files continues to grow each year. On average, the fiscal documents that the Business Office stores is at minimum seventeen storage boxes a fiscal year. Purchase orders, alone, average eight storage boxes for a fiscal year. Storage boxes are in every available

office space in the Business Office. There is no longer space to store additional documents without the boxes becoming a safety issue. A 20 foot non-leaking storage container at a cost of approximately \$5,000 would be a solution to the immediate problem of storage.

Training is also an integral part of the workforce in the Business Office. Training would come in various forms which include conferences such as the NACUBO conference, a staff development retreat for Business Office or for Administrative Affairs, or visitations to other community college campuses or to the various sites and projects of Hawaii Community College. The estimated costs would be approximately \$3,000.

Budget Requests	
Start up Costs of setup and equipment for requested positions	\$3,000
Storage container	\$5,000
Training for Business Office staff	\$3,000