HAWAI'I COMMUNITY COLLEGE
UNIT COMPREHENSIVE 3-YEAR REVIEW REPORT

Business Office

Date: April 11, 2017

Review Period
July 1, 2013 to June 30, 2016
AY 2013-14, AY2014-15, and AY2015-16

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Program/Unit Review at Hawai'i Community College is a shared governance responsibility related to strategic planning and quality assurance. Annual and 3-year Comprehensive Reviews are important planning tools for the College's budget process. This ongoing systematic assessment process supports achievement of Program/Unit Outcomes. Evaluated through a college-wide procedure, all completed Program/Unit Reviews are available to the College and community at large to enhance communication and public accountability.

Please see http://h"1vaii.hawaii.edu/fi[es/progrmn-unit-re1•iew/

Please remember that this review should be written in a professional manner. Mahalo.

PART I: UNIT SUMMARY

Describe the Unit	
Provide the official description of the unit from the catalog (if applicable), and also provide a thorough explanation of what the unit does (its functions and operations), and who it serves.	The Business Office provides 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. The Business Office is not listed in the current catalog.
Provide and discuss the unit's mission (or goals and objectives, if no unit mission statement is available).	The mission of the Business Office unit is to provide the fiscal support services for Hawaii Community College.

Report and discuss all major/meaningful actions and activities that occurred in the unit over the past three years, from July 1, 2013 through June 30, 2016. For example:	
Changes to the unit's services, functions, and/or operations.	The Business Office services remain the same - accounting, disbursing, cashiering, contracts & grants management, procurement, inventory management, and payroll.
Changes to the clients it serves (students, faculty, staff, community, UH System etc.).	Clients remain the same - students, faculty, staff, community, UH System, etc.
Personnel and position additions and/or losses.	A minor change - the Contracts & Grants Specialist (CGS) used to report directly to the Vice Chancellor for Administrative Affairs; as of FY15 the CGS is under the Fiscal Administrator.
Other major/meaningful activities, including responses to previous CERC feedback.	None.

Describe, analyze, and celebrate the unit's successes and accomplishments. (For example, *more students were served* OR *tlte unit successfully integrated new strategies/teclt11ologies.)*	
Discuss what the unit has been doing well that needs to be maintained and strength ened.	The accounts receivables side has been doing a good job servicing student inquiries - they need to maintain this good customer service. The procurement and accounts payable side is ok; there is room for improvement.
Validate these successes by discussing positive improvements in the unit. Please provide evidence if applicable (ex: unit data reports, relevant URL links, etc.).	Most of the data collected is on the procurement and accounts payables side. See UH FMIS/KFS and RCUH Fiscal Transaction Counts.

Describe, analyze, and discuss any challenges and/or obstacles the unit has faced.	
Identify and discuss the unit's challenges/obstacles.	Since the procurement and accounts payables documents are all approved online now, you would think issuing POs and processing payments would be faster. This is not the case - the Average # of work days required to issue a PO and the Average # of work days required to submit payment documents to the UH Disbursing Office has increased from FY12 to FY16. See Business Office Measures.
Discuss changes and actions taken to address those challenges.	Staff and Account Supervisors need to attend to their Action List in Kuali more frequently. Support staff need to pay attention to the Route Logs in Kuali and etravel in order to determine where the bottlenecks are - and follow up as needed. Email notifications may be turned off or ignored so documents can sit waiting for approvals along the way to the Fiscal Officer.
Describe and explain the results of these actions.	More training can be offered - but does not improve anything if the employees do not attend. Reminder emails can be sent if Business Office staff know which document/employee is holding up a document.
Discuss what still needs to be done in order to successfully meet and overcome these challenges.	More training can be offered - but does not improve anything if the employees do not attend. Reminder emails can be sent if Business Office staff know which document/employee is holding up a document.

ARPD Data

If **ARPD data is available for the unit, please attach a copy of the ARPD data tables for the three years under review and submit with the Unit Review document.**

If **no ARPD data is available for the unit, please provide and discuss relevant and/or comparable data for the three years under review as available from the unit's records.**

   a) If **you will be submitting the Unit Review document in hard copy, print and staple a copy of the ARPD data tables, if available, or other unit data as applicable, to the submission; the icon to print the ARPD data tables is on the upper right side, just above the data tables. OR**

   b) If **you will be submitting the Unit Review document in digital form, attach a PDF copy of the ARPD data tables, if available, or other unit data as applicable, along with the digital submission; the icon to download the ARPD data tables as a PDF is in the upper right side, just above the data tables.**

llnit AR.PD data, if available, can be found on the ARPD website:
htt p://- , \\ \\ .lum ai i.cdu/officcs/cc/ar pd/

Describe, discuss, analyze, and provide context for the ARPD data, including the unit's health scores in the Demand, Efficiency, Effectiveness, and Overall Health categories.	No ARPD data.
Describe, discuss, analyze, and provide context for unit data that was collected based on its specific operations and functions. Examples could include, but are not limited to work logs and activities records, meeting and session records, and any other relevant internal or external data, as appropriate.	See UH FMIS/KFS and RCUH Fiscal Transaction Counts. From FY12 to FY16 there was a big increase in RCUH transactions due to the receipt of major federal funding. Most of these federal funds have ended in FYI 7 so you will see a drastic decrease in transaction for this year. It is highly unlikely we will be receiving more federal funds in the coming years due to the new President and his administration.

Describe any trends, and any internal and/or external factors that are relevant to understanding the unit's activities during the review period.	The Office Assistant IV position was vacant as of 3/31/15, throughout all of FY16, and into FYI 7. Since the Business Office could not fill the Office Assistant IV position after numerous rounds of interviews and selections, this position was moved to the Planning, Operations, and Maintenance department for their new Mailroom operations in FY17. The Office Assistant IV duties included processing travel documents, stipends, employee reimbursements, and was a backup cashier when needed. These duties were parsed out to the Fiscal Administrator, Fiscal Accountant, and Contracts & Grants Specialist. The accounts receivables section had to make do without this backup cashier.
Discuss other strengths and challenges of the unit that are relevant to understanding the unit's activities during the review period.	None.

Contributions to the College: Discuss how the unit aligns with and supports the College's institutional effectiveness and how it contributes to the shared goals of the campus Kauhale.	

College Mission: *..Hmrni 'i C'ommunity College (f-lawai'i CC) promotes student learning hy embracing our unique Hawai ·; Island culture and impiring gr<Ywth in the . pirit of "E '!mi Pono." Aligned with the UH Community Colleges . ystem's mission, we arf! commitled to servini all segments a.four Hawai ' i Island co1n1nuni1_v. "*	The Business Office supports all programs and units in processing/depositing their income and expense processes.

In stitu tiona l Learning Outcomes (I LOs) :	ILO 1:_Our graduates will be able to communicate effectively in a variety of situations. The Business Office has no direct link to this ILO.
	ILO 2: Our graduates will be able to gather, evaluate and analyze ideas and information to use in overcoming challenges. solving problems and making decisions. The Business Office has no direct link to this !LO.
	[LO 3: Our graduates will develop the know le dge , skills and values to make contributions to our community in a manner that respects diversity and Hawaiian culture. The Business Office has no direct link to this ILO.

The Unit's Outcomes Assessments

For assessment resources and PDF copies of all submitted assessment reports from the unit during the review period, please see the following websites:

Assessment   website: http://hawaii.ha\\aii.edu/files/assessment/

Assessment Rep011s/Resources: http://hawai i.hawai i.edu/files/assessment/reports/

http: //hm\ aii. hawu ii .ct.lu/fi les /assessment /reports/slom t/2014-15 /BUSO FF ICE201 4-15.puf

     The unit faculty/staff have reviewed the unit's outcomes as listed on the assessment website (URL above) and hereby affirm that the listed service outcomes are correct.

D   The unit faculty/staff have reviewed the unit's outcomes as listed on the assessment website (URL above) and hereby affirm that service outcomes are not correct and need to be revised, or are not listed and need to be listed.

If *the unit outcomes listed on the assessment website needs revision or are not listed, please contact the Institutional Assessment Coordinator at* reshelad@hawaii.edu.

Unit Outcomes (UOs)

Please list the approved Unit Outcomes (UOs) as listed on the assessment website or the unit's website or other official records.	Conduct training and info sessions on key business practices.
Provide a summary discussion of the <u>overall</u> results of all UO assessments undertaken during the 3-year review period. Include a discussion of the unit's successes and challenges in meeting its Unit Outcomes.	Conducted occasional training sessions and coffee hours in FYI4, FYI 5, and FYI 6. We will continue to offer training sessions and coffee hour discussions as needed.
Describe how the unit's faculty/staff regularly discussed and used overall assessment results to plan for improvement.	Utilized SurveyMonkey to ask campus staff for their input on what types of training they want. Business Office staff develop training sessions based on re-occurring problems and challenges that happen throughout the year.
Discuss the implementation of these improvement plans and consequences for overall unit improvement.	Some changes are directed to all campuses from the systems offices and/or the Vice Presidents office.

PART 11: UNIT ACTION PLAN

Describe and discuss the unit's action plan to improve services, functions, and operations, and to support student learning for the next 3 years, from July 1, 2016 through June 30, 2019.	Benchmarks and Timelines
Action Goal 1: Continue to provide training and assistance to faculty and staff as needed.	**Benchmarks/Timelines:** Continuous/ongoing.

How can this action Goal lead to improvements services, functions, and/or operations, support student learning, and lead to achievement of the unit's outcomes (UOs)? If paperwork is done correctly purchases are done expeditiously without frustration by all parties; time is not wasted on correcting mistakes and/or re-doing paperwork.	
Action Goal 2:	**Benchmarks/Timelines:**
How can this action Goal lead to improvements services, functions, and/or operations, support student learning, and lead to achievement of the unit's outcomes (UOs)?	
Action Goal 3:	**Benchmarks/Timelines:**
How can this action Goal lead to improvements services, functions, and/or operations, support student learning, and lead to achievement of the unit's outcomes (UOs)?	

Describe and discuss any specific strategies, tactics, activities, or plans for:	
Modifications to the unit's services, functions, operations, client relations, and/or faculty/staff professional development activities over the next 3 years.	None.
Changes to assessment practices, activities, or projects.	None.
Increases or changes in student support activities and services to support student learning and achievement.	None.

Discuss how the unit's action plan will help the Kauhale achieve the four Initiatives in the College's *Strategic Directions 2015-2021* plan: httg: hm, ui i.h:l\, ai i.cdu/sites/default/fi les/docs/strategic-Qlan/h,m cc-stratcgic-directiom,-2015-2(P l .[Kif	
Hawai'i Graduation Initiative	Not applicable.
Hawai'i Innovation Initiative	Not applicable.
21st Century Facilities (21CF) - Modern Teaching and Learning Environments	Not applicable.
High Performance Mission-Ori ven System	Not applicable.

Explain how the unit's action plan contributes to the College's achievement of the performance-based measures below.	
Degrees & Certificates	Not applicable.
Native Hawaiian Degrees & Certificates	Not applicable.
STEM Degrees & Certificates (include 4-Year Degrees)	Not applicable.
Pell Grant Recipients Degrees & Certificates	The Business Office assists students with their tuition payments and financial aid refunds. The Business Office receives payments for diplomas & transcripts.
Transfers to UH 4 Year/Transfers to non-UH 4 Year	Not applicable.
IPEDS Success Rate	Not applicable.

Suggestions for Improvement:
If there are any suggestions the unit's faculty/staff would like to share with the College about improvements to/for the unit, raising the College's overall enrollment, improving overall student engagement and success, or any other matter that can help the College increase our overall institutional effectiveness, please provide this feedback below.

1. Install electric car charging stations and purchase electric cars for facult y/sta ff to use to go to the upper campus or in the Hilo area.
2. Install photovoltaic panels on all one-story buildings .
3. If all campuses are going to be charging for parking, re-think positions of portable buildings (classes) to the back of the gravel parking lot so more people want to park in this lot (instead of the main lot off of Kawili Street). Allow only one entrance to this parking lot so that guards can charge entrance fees or check for parking tags.
4. Delete low enrollment degree programs - especially if breakeven point is not attained 3 years 111 a row.

PART HI: Resources Needed
Note: "Budget asks"for all categories may be included in the Comprehensive Review.

Based on the unit's overall AY 2014-16 assessment results, other relevant unit information and data, and the unit's overall action plan to improve services, functions, operations, and support for student learning, describe and discuss below the unit's resource needs and cost-item "budget asks" for the 3-year period from July 1, 2016 through June 30, 2019.

Resource Inventory

Describe the status of the following faculty/staff unit resources, as applicable:	
Adequate Academic Support Resources (Library, tutoring, learning and testing facilities).	Professional Development opportunities are available for staff.
Adequate Student Support Services (academic advising, counseling, career guidance).	Students complain to Business Office staff of inadequate Financial Aid Office assistance; Business Office staff tries to help/answer questions as best we can.

Safe workplace .	Ken found some mold in building 397 offices - Shana's office, Susan's office, Sharyl's office. Entrance door locks need double fob swipes therefore doors cannot be locked quickly in case of emergencies - need a new solution in case of campus lockdowns.
Adequate and up-to-date computers and software (for unit needs).	Staff has adequate access.
Adequate computer access to allow faculty/staff to do their jobs.	Staff has adequate access.
Adequate training in computer technology (applications, operating systems, hardware, etc.).	Staff has adequate training opportunities.
Adequate training in audiovisual technology (projectors, ELMOs, polycom, etc.).	Staff can ask for media assistance when needed.

Resource Category	Resources the unit needs to operate effectively:	Resources the unit already has:	What is the unit's resource gap?
A. Personnel			
I) Positions (Functions)	Fiscal Manager Fiscal Specialist Admin & Fiscal Support Specialist Purchasing Technician Account Clerk IV Account Clerk III Account Clerk III Cashier I Contracts & Grants Specialist (temporary)	9 positions (8 permanent, 1 temporary)	1 APT position - Fiscal Accountant
2) Professional Development	Travel to training and conferences	Travel as needed	Travel as needed
B. Operating Resources			
I) Supplies	Typewriter Scanners Printers Cash register Validator Time/date stamp Multifunction desktop printer	Typewriter Scanners Printers Cash register Validator Time/date stamp· Multifunction desktop printer	Replacement when existing ones dies.
2) Co nt racts	Armed Security Guards to deliver deposit bags to bank. Security alarms - panic buttons and fobs. Multifunction copier lease.	Renewed annually.	Armored security services renewed annually. Security services renewed annually. New 5 year copier lease to start 7/1/17.
3) Equipment	Crosscut shredder	Crosscut shredder	Replacement when existing one dies.
4) Space and Facilities	Building 397	Building 397	Building 397

C. Technology			
1) Hardware	Computers are on campus replacement rotation	Computers are on campus replacement rotation.	None.
2) Apps or Software	Available as needed.	Available as needed.	None.
3) Tech Support	Available as needed.	Available as needed.	None.
4) Tech-related Professional Development	Available as needed.	Available as needed.	None.
5) Tech labs/ facilities	Available as needed.	Available as needed.	None.

RESOURCE REQUESTS:

For each "budget-ask" item, provide the following information:

Describe the needed item in detail.	1. Possibly need a person to keep Special & Revolving funds Business Plans and projections up to date; reconcile funds; and conduct audit of Special & Revolving funds. 2. Replacement office equipment when existing ones are inoperable.
Provide complete information about known or estimated cost(s).	1. APT Band A annual salary estimated $62.000 with fringe benefits (50.79%). 2. Typewriter $350; desktop scanners $600 each x 5 = $3000; multifunction printer $300; validator and date/time stamp $1.300; cash register $300; shredder $5,000; printing calculators $300 each x 9 = $2700.
Provide details about timeline(s) for procurement and activation/implementation.	l. Position description - write, submit. get approved. advertised, interviews, appointment may take six months.) Purchase replacements when existing office equipment dies. I was able to replace 2 broken calculators with 2 used ones from BEAT so I didn't have to buy any yet.
How does this align with the unit's Action Plan above?	l. Additional staff will free up time so able to conduct training sessions and coffee hours more frequently. 2. Office equipment needed to develop and create training materials and/or reference materials.

Identify how the item aligns with one or more of the *2015-2021 Strategic Directions'* four Initiatives.	I. Not applicable. 2. Not applicable.
Discuss how the item will help the unit support improvements in student learning and attainment of the unit's outcomes and the College's institutional learning outcomes.	1. May free up their (faculty & staff) time spent on non-instructional activities. 2. Not applicable.

RESOURCE REQUESTS: **For each "budget-ask" item, answer the following questions:**	
What are the implications or consequences for the unit if this request is not funded?	1. Non-compliance with OVPCC Policy UHCCP 8.200 Financial and Operational Oversight of Revenue Generating Programs: httg://v-. \\ \\. uhcc.hawaii .e clu¹OVPCC /po licies /docs/ U HCCP% 208 .200% 20% 20Fi nancial o20and ⁰ o20OQerational ¹/cl20Overs ight%20of% 20Revenue%2 0G ne ratingt¹l020 Prog rams.pclf
	2. Daily operations may slow down without adequate office equipment. Most documents are online, paperless, and scanned, however occasionally original typed documents are needed.
How can the unit build, create, or develop the needed resources within its existing capacity?	I. Create another position, funded by the Administrative Cost fee or the Facilitating Services account. 2. Utilize the Administrative Cost or the Facilitating Services accounts.
Can other resources be re-purposed to accommodate this need?	1. One of the Account Clerk III positions may be redescribed to include some of these duties. 2. We may be able to get more calculators from BEAT if they have more unused ones.

Are there other sources to fund this need, such as grants, community partnerships, etc.?	1. Administrative Cost fee account or Facilitating Servic es account. 2. Administrative Cost fee account or Facilitating Services account.
Can this need be deferred? If so, for how long? What are the consequences if deferred?	1. Draft Business Plans were done by Fiscal Administrator and sent to each program for review and edits. Most Programs have not returned the Business Plans and have not submitted projected revenues and expenses. Deferring further may be a detriment to the college as it contradicts CC Policy. VP Morton and Associate VP Unebasami will not be pleased. 2. Replacements may be deferred until office equipment no longer operates . lt is anticipated that most will live another couple of years. Deferring replacements will save money now but not later.

UH FMIS/KFS and RCUH Fiscal Transaction Counts

Document Type	FY 2016	FY 2015	FY 2014	FY 2013	FY 2012
UH FMIS/KFS Purchase Order	2118	1939	2,332	1,660	1,574
PO Amend/Close/Reopen/Void	1997	1625	2,320	447	
P-Card	3097	3136	2,769	2,813	2,844
Auth for Payment	637	602	565	713	402
Auth for Payment - Payment Req (PREQ)	3068	2984	3,354	3,409	
Departmental Checks	0	0	0	0	217
Payroll JV	24	134	73	77	393
Non-payroll JV **	240	195	228	268	342
Non-payroll JV - Internal Billing/Svc Billing	194	193	204	147	
Inter-Island TCR	1355	1619	1,702	1,381	479
Out-of-State TCR	161	180	197	298	39
NR Invoices at FYE	60	252	121	77	45
UH FMIS/KFS Total	12951	12859	13,865	11,290	6,335
*RCUH Purchase Order	207	127	217	187	243
Direct Payment	36	34	18	10	27
Payroll JV	0	0	0	0	1
Non-Payroll JV	1	0	7	14	4
Inter-island TCR	90	53	106	57	44
Out of-State TCR	82	13	38	47	50
RCUH Total	416	227	386	315	369
UH KFS/RCUH Total	13367	13086	14,251	11,605	6,704

UH FMIS/KFS Outstandin *NR* Balance	82384*	92,881	9,478	5,753	21,498

*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. Departmental checking system discontinued during FYl2.

Effective FY20l3 NR count and dollar amount docs not include NR outstanding more than 2 years as of 6/30/l2 (only data for NR less than 2 years was input into KFS).

Effective FY2013 PO amendment, close, reopen, and void counts are in cluded .

Effective FY2013 AFP counts include disbursement voucher for check payment (DVCA), wire transfer (DVWF), and non check disbursements (ND).

Effective FY20l3 AFP payment request counts are included (PREQ auth for payment from PO).

Effective FY2013 Non-Payroll JV - Internal Billing/Service Billing counts are included.

Effective FY2013 lnterisland Travel counts include origin 01 edocs from KFS and origin TV edocs from eTravel, exclude pcard transactions.

Effective FY2013 Out of State Travel counts include origin O1 edocs from KFS and origin TV edocs from eTravel, exclude pcard transactions.

Administrative Services Program Review
Business Office Measures

Document Type	FY 2016	FY 2015	FY 2014	FY 2013	FY 2012
Average no. of work days required to issue UH Purchase Order	4	5	;:	3	2.28
Average no. of work days required to submit PO payment documents to UH Disbursing Office	6	4	4	0	4.28
Average no. of work days required to issue UH Dept Checks (discontinued in FY 2012)	0	0	0	0	4.67
Business Office staff FTE (Civil Service, APT)	7	8	8	9	8

Effective FY2013, no data, centralized invoicing system where vendors send invoices to Disbursing to start payment process.

Effective FY2014 average no. of work days to pdf and email vendor invoices to Disbursing to start payment process.

Effective FY2014 decentralized invoicing system where vendors send invoices to AO, AO pdf invoices and email to Disbursing to start payment process.