2005-2006 :: Business Affairs Operations

1. Mission Statement:
 The mission of Business Affairs is to manage the University of Texas at Dallas business operations in a manner that facilitates the achievement of the university's teaching, research, and public service objectives. Essential to achieving this mission are effective business processes, financial health, and the safety of the campus community. The core values underlying all Business Affairs operations are transparency, integrity, and accountability.

2. Objectives:

 2.1 Implementation of SCT Banner Finance: Implementation of SCT Banner Finance with go-live date of 9/1/06.

  2.1.1 Related Strategic Plan Item(s): III-1 Dynamic Change Management

  2.1.2 Related Institutional Priority Item(s): SP-1 Double the Size of the Faculty; SP-2 Add 5,000 New Students

 2.2 Implementation of SCT Banner HR System.: Implementation of SCT Banner HR System with go-live date of 12/1/06.

  2.2.1 Related Strategic Plan Item(s): III-1 Dynamic Change Management

  2.2.2 Related Institutional Priority Item(s): SP-1 Double the Size of the Faculty; SP-2 Add 5,000 New Students

 2.3 Conduct an independent review of Physical Plant.: Conduct an independent review of Physical Plant in order to better meet the needs of the campus.

  2.3.1 Related Strategic Plan Item(s):
   I-1 Research Enterprise Initiative; II-1 The Education of Leaders; III-1 Dynamic Change Management; IV-2 Energy and the Environment; V-2 Enhanced Quality of Life; VI-4 Community Outreach

  2.3.2 Related Institutional Priority Item(s):
   SP-1 Double the Size of the Faculty; SP-2 Add 5,000 New Students; COM-3 Sustain Progress toward Tier One Status in terms of programs, research and faculty quality; CMP-3 Complete NSERL Building; CMP-4 Renovate Founders Hall; CPT-5 Increase retention and graduation rates

 2.4 Develop method to increase communication from BA.: Develop a method to increase the flow of communication from Business Affairs to the campus and the community.

  2.4.1 Related Strategic Plan Item(s):
   I-1 Research Enterprise Initiative; III-1 Dynamic Change Management; VI-4 Community Outreach

  2.4.2 Related Institutional Priority Item(s): SP-4 Tell UTD's Story Better

 2.5 Establish procedure for criminal background checks: Establish a procedure for criminal background checks of faculty/staff and volunteers having regular contact with minors.

  2.5.1 Related Strategic Plan Item(s): III-1 Dynamic Change Management; IV-1 National and Global Security

  2.5.2 Related Institutional Priority Item(s): SP-1 Double the Size of the Faculty; SP-2 Add 5,000 New Students

3. Measures & Findings:

 3.1 Monitor project milestones: Monitor project milestones on a monthly basis.

  3.1.1 Success Criteria: Project tracking and meeting all on-time and all on-budget.

  3.1.2 Related Objective(s): Implementation of SCT Banner Finance

  3.1.3 Results Related To Success Criteria:
   There are challenges regarding personnel resources, project schedule and Texas Connection programs. Quality implementation cannot be achieved by 9/1/06 target date.

  3.1.4 Achievement Level: Not Met

  3.1.5 Further Action: Yes

 3.2 External consultant reviews : External consultant report reviews on a periodic basis

  3.2.1 Success Criteria: Meeting all project goals and measures of success as defined in project plan.

  3.2.2 Related Objective(s): Implementation of SCT Banner Finance

  3.2.3 Results Related To Success Criteria:
   There are challenges regarding personel resources, project schedule and Texas Connection programs. Quality implementation cannot be achieved by 9/1/06 target date.

3.2.4 Achievement Level: Not Met

3.2.5 Further Action: Yes

3.3 Assessment of tasks accomplished vs. date due: Assessment of tasks accomplished vs. date due by project team on a monthly basis.

3.3.1 Success Criteria: Meeting all project goals and measures of success as defined in project plan.

3.3.2 Related Objective(s): Implementation of SCT Banner Finance

3.3.3 Results Related To Success Criteria:
There are challenges regarding personnel resources, project schedule and Texas Connection programs. Quality implementation cannot be achieved by 9/1/06 target date.

3.3.4 Achievement Level: Not Met

3.3.5 Further Action: Yes

3.4 Monitor project milestones: Monitor project milestones on a monthly basis.

3.4.1 Success Criteria: Project tracking all on-time and on-budget.

3.4.2 Related Objective(s): Implementation of SCT Banner HR System.

3.4.3 Results Related To Success Criteria:
There are challenges regarding personnel resources, project schedule and Texas Connection programs. Quality implementation cannot be achieved by 9/1/06 target date.

3.4.4 Achievement Level: Not Met

3.4.5 Further Action: Yes

3.5 External consultant reviews : External consultant reviews on a periodic basis.

3.5.1 Success Criteria: Meeting all project goals and measures of success as defined in project plan.

3.5.2 Related Objective(s): Implementation of SCT Banner HR System.

3.5.3 Results Related To Success Criteria:
There are challenges regarding personnel resources, project schedule and Texas Connection programs. Quality implementation cannot be achieved by 9/1/06 target date.

3.5.4 Achievement Level: Not Met

3.5.5 Further Action: Yes

3.6 Assessment of tasks accomplished vs. date due: Assessment of tasks accomplished vs. date due by project team on a monthly basis.

3.6.1 Success Criteria: Meeting all project goals and measures of success as defined in project plan.

3.6.2 Related Objective(s): Implementation of SCT Banner HR System.

3.6.3 Results Related To Success Criteria:
There are challenges regarding personnel resources, project schedule and Texas Connection programs. Quality implementation cannot be achieved by 9/1/06 target date.

3.6.4 Achievement Level: Not Met

3.6.5 Further Action: Yes

3.7 Perform a peer review:
Bring in facilities representatives from other UT System institutions to perform a peer review.

3.7.1 Success Criteria:
Development of a report that addressed the organizational structure and other business operations.

3.7.2 Related Objective(s): Conduct an independent review of Physical Plant.

3.7.3 Results Related To Success Criteria:
The peer review document was completed October 2005. It proposed reorganization of Physical Plant in addition to findings related to internal operations.

3.7.4 Achievement Level: Met

3.7.5 Further Action: No

3.8 VPBA and BALT analyze peer review:

VPBA and BALT (Business Affairs Leadership Team) meet to review peer review analysis.

3.8.1 Success Criteria: Establishment of an action plan for implementation of selected peer review recommendations.

3.8.2 Related Objective(s): Conduct an independent review of Physical Plant.

3.8.3 Results Related To Success Criteria: VPBA and BALT developed an action plan for implementation of recommendations in February 2006.

3.8.4 Achievement Level: Met

3.8.5 Further Action: Yes

3.9 Monitor implementation of recommendations: Monitoring of peer review recommendations on a quarterly basis to ensure implementation of recommendations as directed by VPBA.

3.9.1 Success Criteria: Successful implementation of 30% of the recommendations from VPBA.

3.9.2 Related Objective(s): Conduct an independent review of Physical Plant.

3.9.3 Results Related To Success Criteria:
Recommendation to reorganize Physical Plant was implemented in February 2006. Other recommendations are being implemented as time allows.

3.9.4 Achievement Level: Partially Met

3.9.5 Further Action: Yes

3.10 Ask campus grps. where communications problems are: Periodically ask the various campus groups; i.e., Staff Council, Student Government, local Homeowners Assn., etc, where communications problems exist.

3.10.1 Success Criteria:
Development of process(es) that satisfy the campus` and community`s need to feel that they are informed as to what is happening at UTD.

3.10.2 Related Objective(s): Develop method to increase communication from BA.

3.10.3 Results Related To Success Criteria:
l. A need to provide on-site campus information regarding construction/renovation projects and their completion dates surfaced from the discussions. New signage was purchased to be used both inside and outside that included reusable insert pockets to list both the type of project and the anticipated completion date. These signs were placed around the campus at the sites of any construction/renovation projects.

2. A Business Affairs Bulletin was initiated to inform the campus community on a regular basis of any Business Affairs departmental, procedural and construction updates in addition to information on community news, special events and training calendars. The BA Bulletin was originally set up as an online document to be sent electronically on a quarterly basis. With the online bulletin, a Business Affairs email address was created to handle any University questions/comments.

3. Created a Building Liaison group to monitor facility and safety issues in each building.

3.10.4 Achievement Level: Met

3.10.5 Further Action: Yes

3.11 Form a campus committee to assess policy: Form a campus committee to assess the current background check policy and recommend changes to the current policy. Meet periodically to write the policy.

3.11.1 Success Criteria:
Development of a policy to submit to the Faculty Senate and the President`s Cabinet for approval. Then obtain approval from U.T. System to implement the new policy.

3.11.2 Related Objective(s): Establish procedure for criminal background checks

3.11.3 Results Related To Success Criteria: First draft of policy was written November 29, 2005. Policy submitted to UT System in January 2006. Approval received January 17, 2006. Issues in online Manual on February 1, 2006.

3.11.4 Achievement Level: Met

3.11.5 Further Action: No

3.12 Check effectiveness of policy:
Check on effectiveness based on input from users within 3-6 months of implementation.

3.12.1 Success Criteria: Adoption and utilization of policy by all campus users.

3.12.2 Related Objective(s): Establish procedure for criminal background checks

3.12.3 Results Related To Success Criteria: Policy was distributed to campus via email and discussed in an HR Liaisons meeting. The end users had some suggestions that would make the forms easier to use. Will continue to monitor effectiveness.

3.12.4 Achievement Level: Met

3.12.5 Further Action: Yes

5. Closing the Loop:

5.1 Project on hold by President/Reassessing: New President requested project be put on hold and consultant brought in to evaluate the project. Reassessing whether to continue with Banner project or go wtih a UT System pilot project involving three UT System schools.

5.1.1 Related Objective(s): Implementation of SCT Banner Finance

5.1.2 Related Measure(s):
Monitor project milestones; External consultant reviews ; Assessment of tasks accomplished vs. date due

5.1.3 Responsible Person: VP for Business Affairs and Project Team

5.1.4 Target Date: 9/1/06 Target but project cancelled April 2006

5.1.5 Priority: High Priority

5.2 Project on hold by President/Reassessing: New President requested project be put on hold and consultant brought in to evaluate the project. Reassessing whether to continue with Banner project or go wtih a UT System pilot project involving three UT System schools.

5.2.1 Related Objective(s): Implementation of SCT Banner HR System.

5.2.2 Related Measure(s):
Monitor project milestones; External consultant reviews ; Assessment of tasks accomplished vs. date due

5.2.3 Responsible Person: VP for Business Affairs and Project Team

5.2.4 Target Date: Postponed - 9/1/06

5.2.5 Priority: Medium Priority

5.3 Progress determined by new AVP for Facilities Mgmt: The new Asst. VP for Facilities Management should be in place by end of FY06. He is responsible for implementing any additional recommendations and assessing the progress made as directed by the VPBA.

5.3.1 Related Objective(s): Conduct an independent review of Physical Plant.

5.3.2 Related Measure(s):
Perform a peer review; VPBA and BALT analyze peer review; Monitor implementation of recommendations

5.3.3 Responsible Person: VP for Business Affairs and AVP for Facilities Management

5.3.4 Target Date: Various based on funding available

5.3.5 Priority: High Priority

5.4 Adjust signage as needed and review BA Bulletin: The signage was well received as indicated by both email responses to the VPBA and Facilities Management areas as well as through word of mouth. Small adjustments were made to increase the print size and to secure the signage on windy days. Response to the bulletin was overwhelming. Requests for hard copies of the documents for distribution across campus to offices with outside visitors, to U.T. System, to the Retiree Association, and to the neighborhood association and other community groups upon request. The volume of hardcopy printing has increased from 200 to 500 in the first year cycle of the process. The Bulletin receives input from the quarterly survey question via the email address.

5.4.1 Related Objective(s): Develop method to increase communication from BA.

5.4.2 Related Measure(s): Ask campus grps. where communications problems are

5.4.3 Responsible Person: VP for Business Affairs, VPBA Office Staff, Facilities Management

5.4.4 Target Date: First cycle within FY06, continual monitoring

5.4.5 Priority: Medium Priority

5.5 Monitor procedure implementation and form usage: Revisions were made to the policy by the committee after review by the Faculty Senate and the President`s Cabinet. Draft policy was adapted to Policies and Procedures format and was submitted electronically to U.T. System Office of General Counsel. Once the policy revisions were received, the committee reviewed the recommendations and made appropriate changes. The policy forms have been revised twice

to date to make them easier to use.

5.5.1 Related Objective(s): Establish procedure for criminal background checks

5.5.2 Related Measure(s): Form a campus committee to assess policy; Check effectiveness of policy

5.5.3 Responsible Person: VP for Business Affairs and Campus Committe

5.5.4 Target Date: Policy issued on February 1, 2006

5.5.5 Priority: High Priority

6. Analysis:

6.1 Program/Unit Strengths:

6.1.1 Objectives/Outcomes Exceeded or Met: The organization effectively develops and completes projects with initial communication to the campus community.

6.2 Program / Unit Weakneses:

6.2.1 Objectives / Outcomes Partially or Not Met: While projects are completed and initially communicated, follow through to ensure new procedures or recommendations are followed and that new staff are trained is lacking.

7. Report:

7.1 Executive Summary:
Fiscal Year 2006 was a challenging year for the Business Affairs division. We began the year with an interim VPBA while a national search was underway. After a failed search, the interim VPBA was permanently appointed in February, 2006. In June, 2006, the new VPBA died suddenly and a new interim was appointed. Despite the lack of stability in leadership, the division made excellent progress in many areas. The most significant improvements were in facilities improvements and enhanced commuinications with the campus community.

7.2 Top 3 Program/Unit Accomplishments:
• Peer Review of Facilities Management resulting in reorganization and review of internal policies and procedures.
• Infrastructure improvements due to receipt of special $8.2M PUF allocation for critical infrastructure and safety projects resulting in improvements to roads, sidewalks, fire systems, HVAC systems, air quality, etc.
• Improved communications with campus community via the Facilities Liaisons' program and the Business Affairs Quarterly Bulletin.
• Improved security in programs involving minors via implementation of revised criminal background check procedures.

7.3 Research Activities or Publications: Provide support services for research and scholarly activities.

7.4 Instructional/Training Activities (presented or received): Provide support services for teaching activities.

7.5 Public Service: McKinney Historic Neighborhood Association

Keller Horse Owners Assn.

Nursing Home Volunteer

Fort Worth Chamber of Commerce

Leadership Richardson Alumni Association

Metro Port Chamber of Commerce

National Assn. of College and University Business Officers (SACUBO)

Comprehensive College Committee Chair

Southern Assn. of College and University Business Officers (SACUBO)

Texas Assn. of State Senior College and University Business Officers (TASSCUBO)

7.6 Other External Activities: N/A

7.7 Contributions to UTD:
• Focus on critical safety issues resulting in improvements in fire alarm reporting systems across campus and in university housing.
• Focus on critical infrastructure issues resulting in repairs to sidewalks to reduce trips and falls, improved HVAC systems to improve air quality in the Berkner Building (Chemistry) and nearby buildings, etc.
• Focus on campus appearance (enhanced planting, maintenance, cleanliness of restrooms, etc.) resulting in a more attractive campus for students, prospective students, faculty, staff and visitors.

7.8 Top 3 Program / Unit Challenges:

• Adequate financial resources for deferred maintenance
• Adequate staffing in Facilities given the high level of special projects and construction projects
• Adequate staffing to handle the ERP (Banner) implementation (project cancelled mid-year)
• Adequate financial resources for consulting services for the ERP (Banner) implementation (project cancelled mid-year)