



Student Affairs Business Services

Division of Student Affairs

Student Fee Advisory Committee FY2025 Program Questionnaire

**SFAC FY2025 Questionnaire
H0021 – DSA Business Services**

1. 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

DSA Business Services provides administrative, financial, auditing, human resource, and payroll support for the Division of Student Affairs.

VISION

DSA Business Services is committed to providing tier-one quality to our partners through dedicated teamwork, collaboration, and ongoing stewardship.

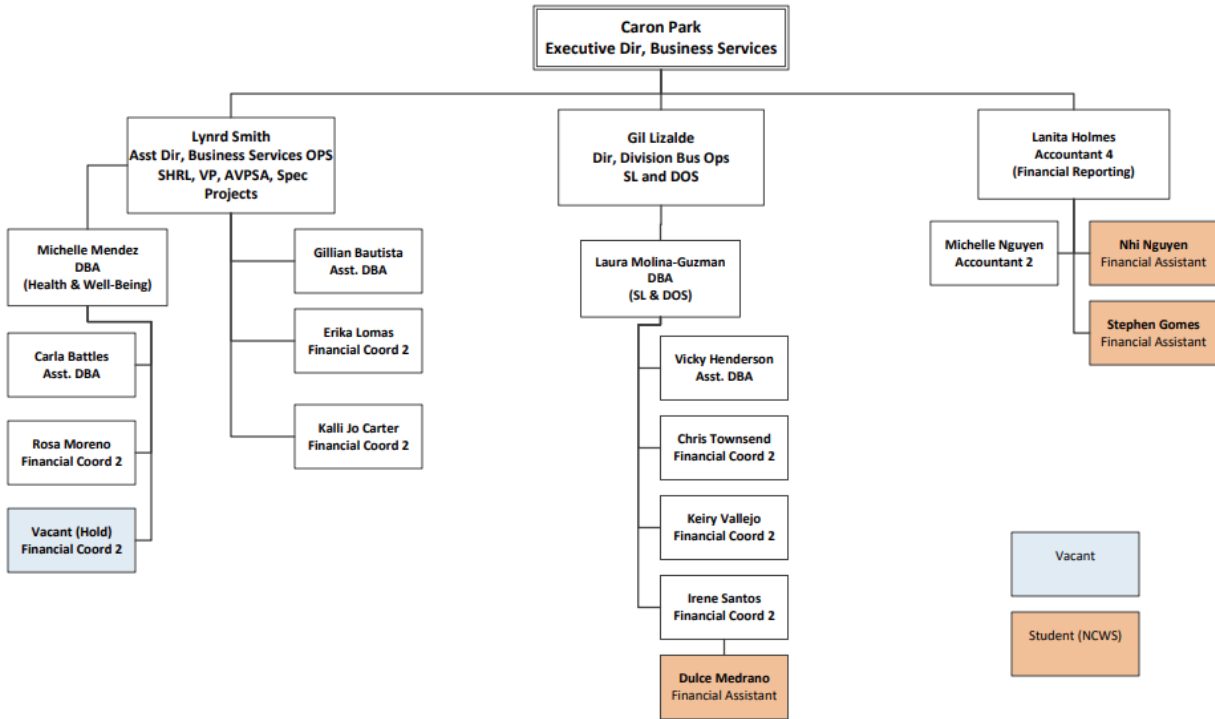
CORE VALUES

The Student Affairs Business Services team is committed to an ethic of care, including a commitment to civility, individual growth, and learning while holding firm to our core values which guide our daily decision-making practices.

- **Accountability**—We take responsibility for our decisions and actions with honesty and transparency.
- **Integrity**—We adhere to high ethical principles.
- **Customer Service**— We strive to understand our partners’ needs and consistently deliver on our promises. We self-evaluate as well as survey our partners to continually improve our services.
- **Respect**— We endeavor to treat all with dignity and courtesy.
- **Excellence**—We commit to providing quality and efficiency in our services, reporting and support in accordance with state and institutional policies and procedures.
- **Collaboration**—We build strong, robust relationships with honesty and transparency.
- **Innovation**—We embrace and invest in technology, professional development and opportunities promoting a culture of continuous improvement.

Business Services processes all financial and human resource/payroll transactions for each department/program within the Division of Student Affairs. Some of our Business Services teams are housed within the specific program areas 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 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 affects 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 auditable transparency.

2. Provide an organization chart of your unit. Large units may need to have an overview chart and them 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.



3. If your unit falls under the Division of Student Affairs, list your unit’s strategic initiatives and action steps identified for the 2022 – 2023 academic year and cite the specific Division of Student Affairs (DSA) Strategic Initiatives and University of Houston Strategic Goals to which they can relate (links below). If your unit does not fall under the division of student affairs, explain, in detail, the strategic plan your unit operated under. Please comment on your success in achieving these strategic initiatives/action steps. If a strategic initiative/ action step changes 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.

DSA: uh.edu/dsa/about/strategic-planning/2019-2023/
 UH Goals: uh.edu/about/mission

Professional Development / Staff Success

Strategic Initiative: DSA Business Services supports its staff by providing opportunities for professional development and continuing education.

- Action Steps: DSA Business Services leadership supports the attendance of trainings, conferences, and workshops related to business services operations, accounting processes, management, and university business personnel.

O Status – Continuing

DSA Business Services teams have been supported and encouraged to attend professional development opportunities that fit their career goals. This item is marked as “continuing” because our departmental philosophy is to continue to provide and support these opportunities.

Collaborative Divisional Processes

Strategic Initiative: Working closely with the 23 departments within the Division of Student Affairs, DSA Business Services developed reporting materials that helped departmental supervisors better understand their financial standing.

- Action Steps: DSA Business Services leadership met with departmental leadership to understand their reporting needs and developed reporting tools that assisted them in making financially sound decisions for their programs.
 - Status – Continuing
Although DSA Business Services has developed the reporting tools needed, as departments change leadership and as programs emerge and change, the need to adapt to reporting needs makes this item something that will be a continuous item we evaluate and adapt.

4. Please list your 2024-2025 strategic initiatives and action steps in priority order and if operating under the DSA, cite the specific Division of Student Affairs Values and University of Houston Strategies Goals to which they relate. If your unit does not operate under the DSA, reference the strategic plan your unit operates under. Larger units may wish to group responses by subprograms. 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.

i. Articulate how KPIs are tracked and how/when your unit utilizes them to measure progress towards your goals. Are there any deficiencies in your ability to measure your KPIs? If so, explain why.

ii. Identify the milestones laid out on the path to achieving the long-term goals you have laid out. How do these milestones contribute to your unit's ability to hold itself accountable to the long-term goals?

iii. In your response, identify who (besides the department director) is responsible for each milestone in the plan and for measuring each KPI you have identified.

The DSA Business Services department is committed to providing tier-one customer service and work products for the departments within the Division of Student Affairs that it supports.

With that said, DSA Business Services has continued to make progress on their scheduled products and will continue to throughout the FY24 year. The Business Services' committee work will continue to impact compliance and service standards. As a reference, each committee has been tasked to address problems and concerns from the university-at-large relating to finance, reporting, human resources, and payroll. This ongoing critical committee work will drive the strategic goals for FY24 and beyond.

5. 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 exists, 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 this data. If your unit holds events, please provide revenue sources breakdown of each revenue stream including but not limited to the number of:

- i. Tickets sold/number of attendees recorded**
- ii. Merchandise**
- ii. Concessions sold/distributed**
- iii. Revenue generated from these sales**

DSA Business Services is a support unit for the Division of Student Affairs. It provides the division with its administrative, financial, auditing, human resource, and payroll needs. As such, DSA Business Services does not have any revenue streams.

6. If your unit concluded FY2023 with a Fund 3 addition to Fund Equity in excess of \$5,000, please describe the conditions which cause the addition and provide a line-item identification of the budgetary sources(s) of the addition (i.e., lapsed salary, conference travel, etc.).

Business Services returned \$36,038, which corresponded to various staff vacancies throughout the FY2023 year. While we would have wanted to operate with a full staff, we are aware of the continued staffing shortages throughout the higher education industry and thus were able to operate with no disruptions in service due to our continued efforts to streamline our business procedures.

Expense Category	Amount
Salary/Wages/Fringe	\$7,640
M&O / Travel	\$23,201
Admin Charges	\$5,196
TOTAL	<u>\$36,038</u>

7. Recognizing that the potential to generate additional Student Service Fee income for FY2025 base funding is extremely limited and recognizing that it is likely that some units will not be allocated the new base budget and/or one-time funds requested. Please provide a narrative of how your unit would accommodate a reduction of 5.0% in your total FY2025 base Student Service Fee budget request and provide a line-item explanation of where budgetary cuts would be made.

A reduction of any kind to the DSA Business Services FY2025 base budget funding could only be accomplished by a reduction or elimination of student employee wages first and finally a reduction in one essential staff member. We note that for the FY2024 reduction plan, DSA Business Services eliminated a full-time employee position that was already vacant at that time. With that said, and further reduction in critical staff would negatively affect our ability to keep the Division of Student Affairs in compliance with federal, state, and university rules, regulations, and policies.

8. Please discuss any budget or organizational changes experienced since your last year (FY2024) 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.

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Budget Reduction (5%)

The FY2024 reduction of 5 % to the DSA Business Services base budget totaling \$46,296 was achieved by a reduction of one full-time essential staff member, along with associated expenses and admin charges. Please note that this could only have been accomplished once since the position had been vacant for some time. Any further reductions would negatively affect our ability to keep the Division of Student Affairs in compliance with Federal, State, and University rules, regulations, and policies.

Staff Challenges

Much like many of the departments within the Division of Student and our colleagues across the country, DSA Business Services has not been immune to staff challenges since the start of covid and expanding to the present day. The DSA Business Services team has experienced two long-term employee retirements and seen a total of nine new employees join our team of 19.

9.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.

i.If applicable, what can be done to increase donations, sponsorship sales, and other revenue streams? Please answer each separately.

DSA Business Services is a support unit for the Division of Student Affairs. It provides the division with its administrative, financial, auditing, human resource, and payroll needs. As such, DSA Business Services does not have the ability to generate revenue or programming opportunities to warrant donations.

10.Does your unit generate revenue? (Please do not address donations in this question) If your unit does not generate revenue, respond “not applicable. If so:

i.Provide your unit’s P&L statement for the current fiscal year and trailing five-years showing all revenue streams for your unit.

ii.Provide line-item data for each revenue stream.

iii.For each revenue stream, provide an explanation of the nature of the revenue and briefly articulate the successes and failures for each line item.

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11.Does your unit raises money from donors and sponsors? If your unit does not receive donations or sponsorships, respond “not applicable.” If so:

i.Identify key staff members responsible for development and seeking sponsorships.

ii.Provide financials for the current fiscal year, as well as the trailing five fiscal years including:

1.An analysis of your development activities. Include a breakdown of the nominal quantity of donors donating \$20m+, \$10m+, \$5m+ \$1m+, \$500k+, \$100k+, \$50k+, \$25k+, \$10k+, \$5k+, \$1k+, \$100+. Provide this both in terms of lifetime contributions and annual contributions.

2.An analysis of your sponsorship activities. Include a breakdown of total sponsorship dollars and identify your top twenty-five (25) sponsorship deals.

iii.If applicable, provide a breakdown of each capital project or capital campaign in your unit. Explain how each capital project or campaign aligns with the goals and milestones laid out in your departments strategic plan.

Please see DSA Business Services' response to question 10 above.

12.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.

DSA Business Services is the only business services team dedicated to the Division of Student Affairs.

13.What percentage of department M&O is allocated to marketing?

i.Please detail your comprehensive marketing strategy towards the student body including metrics used to measure the effectiveness of the marketing strategy.

ii.How much revenue is allocated towards the marketing strategy?

None. DSA Business Services is a support unit for the Division of Student Affairs. It provides the division with its administrative, financial, auditing, human resource, and payroll needs. As such, DSA Business Services does not do any programming or offer any services that would warrant marketing funds.

14.If any of your funding from the student service fee goes to your general operating fund, please detail where any student service fees you received went and what they were spent on as well as future intentions if granted. Otherwise please respond "not applicable".

Not applicable.

15.How does your unit contribute to campus culture and improve the student experience? How is the effectiveness of these contributions measured by your unit if at all? What else can your unit do going forward to continue to improve your contribution to the student experience?

i.Does your unit contribute to turning students into coogs for life?

DSA Business Services is a support unit for the Division of Student Affairs. It provides the division with its administrative, financial, auditing, human resource, and payroll needs. As such, DSA Business Services does not directly impact the campus culture and/or the student experience. However, the services we provide to the departments within the Division of Student Affairs directly relates to their much valued and needed programming, which does add much needed value to the campus culture and student experience.

As our departmental motto states: "*We serve those that serve our students*".