FSO VALUES

EFFICIENT FINANCIAL AND BUSINESS SERVICES

Utilize innovations, process improvements and technology to increase efficiencies and ensure consistency while still meeting our fiduciary responsibilities.

STAFF DEVELOPMENT

Create a working environment that excels at supporting staff to obtain the knowledge, skills, and abilities they need to perform assigned functions while encouraging career growth.

EXCELLENT SERVICE TO OUR CUSTOMERS

Collaborate with our customers to provide products and services, communication and support that demonstrate our commitment to quality, consistency, dependability and timeliness.

PROFESSIONALISM

Develop our organization to exhibit understanding, honesty, integrity and mutual trust and respect in interactions that produce positive results with co-workers, colleagues, customers and stakeholders.

STRATEGIC DIRECTIONS

DIFFERENTIATION

Increase focus on processes, tools, and communications that differentiates us from competitors.

EQUIPMENT

Utilize technology that adequately supports our work processes.

EXCELLENCE

Pursue best practices and opportunities for continuous improvement.

COORDINATION

Create a focus on monthly reporting meetings and an annual strategy planning meeting.

TOP ACCOMPLISHMENTS FOR 2014-2015

BURSAR

• Collaborated with the Provost and Student Affairs to meet tuition calculation needs and changes with Arizona Board of Regents recommendations.
• Offered monthly and ad-hoc Cash Handling and Credit Card Training sessions for campus.
• Converted internal procedures to conform to the new Department of Revenue requirements for transmitting accounts prior to January 2015 in order to receive maximum tax setoff payments.
• Audited 30% of petty cash funds for early detection of discrepancies and to gather focus areas for campus training.
• Provided 18 on-site and 3 out-of-state orientations in support of excellent customer service by providing on-site CatCard enrollment and distribution to students.
• Developed a carding solution in conjunction with student affairs for transfer students during the newly created transfer welcome program to deal with increased transfer enrollment of 1,800 students.
• Incorporated international students’ orientation into a process mirroring the current freshman process to meet the International Student Affairs needs due to increasing enrollment.
• Investigated alternative identification management systems to replace our aging systems in collaboration with FSO-IT.
INVESTIGATIONS & OUTREACH

• Participated as pilot partner in the UAccess Learning Implementation. Trained instructors and supported users in the use of UAccess Learning.
• Conducted functional fit gap analysis for upgrade of UAccess Financials to latest Kuali version.
• Participated with Office of Global Initiatives on evaluating travel options, including presentation of Kuali Travel, Entertainment and Moving Expenses module functionality as it compared to identify international travel needs.
• Provided FSO campus community support by responding to community forum questions and concerns, and assessing training needs.
INVESTMENTS

• Revised the Arizona Board of Regents Investment Policy to create the potential for higher earnings through different investments outside of the previous Investment Policy Statement criteria and in order to better align our policy with AZ State’s Investment Policy Statement.
• Hired and trained a student Investment Associate to help with the expanding role of the department. This goal broadened our reach into many areas and provided on the job training to UA Business College students.
• Prepared an investment strategy for Mission Support Endowment that generated $1.2 million in investment income.
INFORMATION TECHNOLOGY

• Assist in implementation of a University wide central document management offering.
• Updated Tuition Calculator website for each new semester.
• Improved technology hardware refresh while lowering annual costs of approximately $55K.
• Completed Phase 3 of Mobile Asset Tracking application to automate the equipment inventory.
PROCUREMENT & CONTRACTING SERVICES

• Implemented One-Time PCard Exceptions for Contracted/Soled Source Vendors allowing for a more timely purchase on pre-approved transactions that exceed $5K.
• Created an outreach training class on Purchasing Policies and Procedures and the Disbursement Voucher process. This class will better educate the campus community on everything related to Orders and Disbursement Vouchers.
• Enrolled seven new vendors on Arizona Buyways which resulted in 336 Purchase Orders for approximately $93K.
• Created a workshop for reconcilers/ liaisons to provide information on looking up PCard information in UAccess Financials and Business Intelligence Reporting.
CAPITAL FINANCE

• Refinanced $157.1 million of outstanding debt to generate a total savings of $15.9 million over the life of the debt or a net present value savings of $14.7 million.
• Improved MAT application from customer feedback to continue testing and verify reports to make the inventory process more efficient, streamlined and user-friendly.
• Designed and created a system that allows for effective monitoring of tax exempt debt issues to comply with IRS regulations related to post issuance. The University currently has 175 buildings and facilities that are tax exempt debt.
• Reviewed and Recoded 1100 records in the Real Property Depreciation System to prepare for the next Facilities and Administration Base Year as well as streamlining the transaction structure to make monthly procedures more efficient.
COMPLIANCE, PAYROLL, TAX

• Worked with HR on revising/finalizing the retirement and benefit plans, along with the termination policy to streamline processes between departments.
• Completed over 200 deductions and withholding object code reconciliations so we can enable the area to be consistent and timely on liability reconciliations.
• Updated the Financial Compliance website in order to assist departments with current information regarding internal controls, Fiscal Officer Responsibilities, and code of conduct.
• Established a “Summer School” program between PCard Admin and FSO Compliance to further educate new and seasoned PCard holders on continuing issues and best practices.

RATE STUDIES

• Conducted a review and impact analysis on the Super Circular, Uniform Guidance for implementation beginning December 2014.
• Updated service center policy to include disclosure statement notification and DCA approval.
• Utilized Student employees for tasks of increasing responsibility to provide the opportunity for them to develop work skills necessary for success.
• Conducted Service Center training presentations to departments and/or colleges. (7 completed see Metrics).

UACCECEX FINANCIALS SUPPORT

• Increased the number of departmental visits to gain a more Collaborative work environment with departments.
• Coordinated the process to update and document major business processes for the current year and non-operating fund.
• Implemented a peer review process for quarterly reports to ensure accuracy.
• Continued monthly fund accountant training to professionally develop staff in-house and continue to provide opportunities for external training such as Association of Governmental Accountants (AGA) meetings.

OPERATIONS

• Established campus training materials in collaboration with PACS on Requisitions and procurement policy.
• Restored DocuWare operations after software upgrade and centralized solution was implemented.
• Automated Accounts Payable Interface Scanning techniques to eliminate manual data entry and errors.
• Reduced the number of non-PACS vendors through the creation of a Vendor Maintenance report in Analytics.

ADMINISTRATION & COMMUNICATIONS

• Coordinated the 7th Annual Financial Administrator Series consisting of 36 hours of training which provided 38 current, new, and prospective campus financial administrators with a “tool kit” for success.
• In conjunction with FSO staff from Administration, Purchasing, and Financial Management, developed six interactive training tutorials (FSO Fiscal Officers, Campus Fiscal Officers, Drivers Training, PCard Quiz, PCard Compliance, and Redmine Calendar) using Storyline software to increase the accessibility of training materials for employees and customers.
• Participated as a member of the newly formed University HR Alliance Group; facilitated a focus group on performance feedback.
• Migrated PACS website to FSO environment and redesigned Records Management website utilizing Drupal.

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**INVESTMENT TECHNOLOGY**
- Implement Titan P-Card Operations Center.
- Implement process for University technology resale.
- Implement Titan Legacy reports.
- Remove all windows server 2003 instances.

**PROCUREMENT & CONTRACTING SERVICES**
- Create a storefront for Surplus Property and reduce auctions from every other week to once a month.
- Reorganize the delivery and Postal Service areas to create efficiencies.
- Develop Small Business Program training for Buyers/Principal Investigator’s.
- Implementation of P-Card Hotel/Lodging Pilot Program.

**CAPITAL FINANCE**
- Complete the Biennial Property Management Physical Inventory.
- Draft Post Issuance Compliance policies and procedures.
- Combine Budget Office and Plant Funds Construction data into a single Plant Project database to eliminate duplicate processes, expand user knowledge, and create reporting efficiencies for both internal and external purposes.
- Continue to expand the Amortization Database with historical amortization schedules and funding source data as well as combining Budget Office data for reporting requirements to eliminate duplicate processes and expand user knowledge.

**COMPLIANCE, PAYROLL, T AX**
- Increase campus Education to reduce Salary Expense and expand user knowledge.
- Report the violation policy to meet the current PCard Policy.
- Introduce a Better Business Practice and Internal Control Training Class.
- Increase educational opportunities for campus regarding Transaction Privilege Tax (TPT) and Unrelated Business Income Tax (UBIT).

**RATE STUDIES**
- Devise and enact service center tools to include Business Plan templates, identification of core facilities, best practice manuals, guidance on the purchase/ replacement of core assets, and update our website with this information.
- Created an on demand tutorial for Rate Studies following the completion of the work with Vice President of Research (VPK).

**INVESTMENTS**
- Write and establish a formal investment policy for the Mission Support Endowment per the recommendation of our investment committee. Hire and retain an equity investment manager. Our goal is to define the risk tolerance and asset allocation to align closer with the endowment’s mission and to produce above average investment results.
- Further revise the Operation Fund Investment policy internally to meet more mid-term investment goals. This can be accomplished by defining different cash tiers into short-term, mid-term, and long-term buckets. The goal would be to further enhance operating fund returns.

**INITIATIVES & OUTREACH**
- Participate as Project Manager and Business Analysts support for the upgrade of UAccess Financials to latest Kuali version.
- Analyze and assist in the implementation of FSO projects: FICA and Surplus systems; PCard Violation combined tracking database; 3rd party solution for redesign of Mobile Asset Tracking and Titan.
- Develop Business Office Training curriculum for UAccess for redesign of Mobile Asset Tracking and Titan.
- Provide FSO campus community support by responding to community forum questions & concerns, & assessing training needs.

**ACCOMPLISHMENTS AND INITIATIVES 2015**

**BURSAR**
- Continue collaboration with the Provost and Student Affairs to meet tuition calculation needs and changes in conjunction with ABOR recommendations.
- Improve student billing process to make bills more understandable for our customers and improve reporting.
- Reconfigure office space to better serve students and other customers.
- Remodel teller customer service area to better enhance communication and sharing within the team and allow for an improved atmosphere for customers.

**CATCARD**
- Develop carding protocol for on-line students who want a CatCard but never physically come to campus.
- Support growth in out of state orientation programs by providing cards to students at all programs.
- Continue to offer ad-hoc carding sessions to campus community to meet their continuing needs.
- Implement alternative identification management system to replace our aging system in collaboration with FSO-IT.

**TOP INITIATIVES FOR 2015-2016**
- Create an on demand tutorial for Facility and Administration (F&A), restart (F&A) presentations to most affected areas.
- Automate exceptions reporting for *Account outside DR fund got no matching SF accounts.

**UACCESS FINANCIALS SUPPORT**
- Develop FAQs with standard answers for the various fund areas to FSO’s public website; i.e. Endowments, Student Financial Aid, etc.
- Review reports to see if efficiencies can be created by creating templates or dashboards with in UAccess Analytics for the analysts.
- Enhance the Records Retention Policy — Developed an efficient process to update Portable Document Format endowment files on a monthly basis for better record retention and documentation. Looked at Records Retention policy overall with the idea of providing proper backup for documentation purposes but at the same time eliminating unnecessary paper backup which may not be beneficial to the process.
- Integrate Cash and Bursar accounting with the Bursar’s Office processes.

**OPERATIONS**
- Reestablish check printing ability and process once Bottom-line Technologies software is upgraded.
- Establish eInvoicing Vendor(s) to reduce approx 13K invoicing data entries annually.
- Create an Accounts Payable PCard file feed to reduce the daily calls to make vendor payments.
- Develop a process/procedure for managing departmentally held credits and deductions for Accounts Payable Interface (API) units in Pre Disbursement Processor (PDP).

**ADMINISTRATION AND COMMUNICATIONS**
- Upgrade all FSO websites to Drupal version 8 to provide increased security and enhanced website development options.
- Overhaul the eForms website consisting of over 100 collective forms to increase customer usability in a more user-friendly interface.
- Coordinate the 8th Annual Financial Administrator Series consisting of 36 hours of training which will continue to provide current, new, and prospective campus financial administrators with a “tool kit” for success.
- Facilitate FSO trainings to create & support a culture of sharing & engagement while providing opportunities for development & camaraderie.

**MISSION**
FSO is dedicated to providing quality financial business services to fulfill current and future needs in support of the University of Arizona’s mission while maintaining our fiduciary responsibility.

**VISION**
FSO aspires to be an innovative organization that provides the most effective and efficient financial and business services.

**ACCOMPLISHMENTS AND INITIATIVES 2015**