Title: Internal Consulting Services Leads To Internal Best Practices ***#*** 8

Source: Georgia Institute of Technology ***Co Area:*** University Wide

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2005.html

Abstract: The senior leadership of the Georgia Institute of Technology created an internal consulting function, Georgia Tech Consulting Services (GTCS), to address Institute and local campus needs for an effective consulting resource. Not only is GTCS a resource for the Institute's senior administration, but GTCS consultants are an affordable but effective resource for local departments, through a low cost fee-for-service model.

GTCS capitalizes on the varied talents and experience of five consultants to provide services such as: conducting process improvement projects and organizational assessments; designing and administering web-based surveys; developing content for and facilitating retreats anc focus groups; managing projects providing change management services; and conducting benchmarking and best practice identification studies.

In 1996, senior leadership at Georgia Tech created GTCS with three consultants. The group was then focused solely on support of Institute process improvement projects. After the success of Institute projects, local departments began to request GTCS' services in their own units. In order to apply a disciplined structure to the projects, and to manage workload, a low-cost fee-for-service arrangement was applied for departmental projects. This structure allows GTCS to continue its first priority of supporting Institute needs, and still serve large and small departments who could not otherwise afford a consulting resource.

Each project has a disciplined approach, with proposals, deliverables, and timelines agreed to by consultants and clients prior to an engagement whether funds are committed or not. This helps to define the scope and lifecycle of the project, and ensure buy-in from the client before work is undertaken. Using this structure, GTCS consultants have completed over 150 projects for the Institute and local departments.

GTCS focuses on providing successful outcomes for the client on each engagement; but holistically, GTCS has provided a greater benefit to the entire Institute. Through partnerships with GTCS, many local departments have become more effective and efficient, or provided better services to their customers. Overall, however, GTCS has begun to drive local best practices at the Institute through coordinating the Institute's responses to statewide competitions; developing and coordinating a local best practices competition for the campus; and growing a repository of the best practices identified through their work in local departments across campus. Since GTCS is brought in at the request of departments, leaders are open and cooperative in assessing how they can improve and learn from other units. Client attitudes, the support of senior administration, and local consulting resources create a powerful partnership in identifying and applying best practices throughout local departments and at the highest levels of the Institute.

Title: Online Training Modules **#** 18

Source: University of Memphis ***Co Area:***

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2004.html

Abstract: As the University's legion of software packages and administrative systems continues to grow, the need for strong user training has increased exponentially. In order to keep up with the needs of our users, the office of Business & Finance Technology (BFT) at The University of Memphis has developed a series of online training modules that utilize the robust technology available in Macromedia Flash MX®.

As of Fall 2003, BFT has launched modules for Netscape Calendar®, the University's online personal scheduling system; e~Print, the University's online administrative systems report repository; OptiDoc®, the University's imaging and document retention system; and, most significantly, the Financial Records System (FRS), one of the University's largest and most important administrative systems.

These modules combine screen captures of the University's systems, combined with screen animation and the voice of a "virtual teacher." Users may navigate to specific topics within training modules, or they may view the full courses.
Having Flash-based training modules available online has allowed users to access training at their convenience. Previously, instructor-led training sessions have only been offered eight times per year; this online alternative clearly offers a greater accommodation with all users' schedules.

Examples of these modules can be found at http://bf.memphis.edu/bftech/training.php

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Title: Using Electronic Workflows to Reduce Processing Time and Prevent Errors **#** 29

Source: University of Tennessee ***Co Area:***

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2004.html

Abstract: The University of Tennessee has more than 25,000 active employees across the state spanning more than 400 miles from Knoxville to Memphis and Chattanooga to Martin. Given both the volume of business transactions and logistical challenges inherent in the movement of paper forms through the organization, the university decided to utilize the workflow features of the university's ERP software (SAP's R/3). E-Forms are ABAP programs that allow users to request business transactions and have them routed for review and approval based on university policies and procedures. Because the system determines the approval path based on attributes of the transaction (such as accounts charged, policy requirements, etc.) no one has to remember or determine the next approval stop to which the transaction should be routed. In addition, because the forms are pre-populated with existing data and subject to stringent edit checks, the quality of information is greatly improved and the average processing time from request to update in the official records is significantly reduced.

Title: Administrator-On-Call System **#** 41

Source: East Carolina University ***Co Area:*** Student Affairs

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2003.html

Abstract: The University recently implemented an Administrator-on-Call (AOC) policy to ensure that a qualified and duly authorized executive level administrator is available to respond to emergencies during nights, weekends and holidays. Previously, the Vice Chancellors for Student Life and Administration and Finance were contacted for all emergencies. Initially, the divisions of Student Life and Administration and Finance developed separate on-call programs to help relieve the burden on the Vice Chancellors. The two on-call coordinators quickly realized that it would be advantageous to join forces to create one on-call program and did so this past year.

Combining the programs resulted in the elimination of redundancy, increased on-call coverage, and increased efficiency by adopting best practices from both systems. The AOC program utilizes a single cell phone that can be easily activated by the campus police and an informational binder complete with emergency phone numbers and a variety of information on campus resources. AOCs are required to attend an initial training session and annual update sessions where changes and new information can be shared by the training facilitators and AOCs themselves. This AOC program benefits the University by having 20 key administrators available to help emergency response personnel manage an incident and deal with the media. In addition, the program provides executive level training and experience to assist these key administrators in broadening their campus perspective and increasing their organizational value.

Title: Administrative Toolkit Website ***#*** 49

Source: Virginia Commonwealth University ***Co Area:***

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2004.html

Abstract: Virginia Commonwealth University is a public research university enrolling more than 26,000 undergraduate, graduate, and first professional students. The University employs approximately 4,380 full-time faculty and staff.

The Finance and Administration Division includes University controller, budget operations, treasury services, procurement, facilities and real estate management, police and security, environmental health and safety, human resources, information technology and communication services, bookstores, mailing and printing services, parking, food services, employee health services, and EEO/affirmative action services.

Navigating the VCU Web for the 36 or more websites associated with these areas was often limited by a user's familiarity with the University's organizational structure. In many cases, faculty and staff would need to know the exact name of the department or of the item being searched. Once reaching a departmental website, depending on size, several more minutes were spent looking for the form or informational link.

The Administrative Toolkit website, http://www.vcu.edu/toolkit/ , was developed as a web portal that would provide links and information to all administrative and financial policies, activities, training, and on-line forms. The Toolkit links are presented in a topical format, eliminating the need for faculty and staff to be familiar with organizational hierarchy. The Toolkit hosts over 550 links, ranging from the academic technology help desk to room reservations in University facilities. The Administrative Toolkit has proven to particularly helpful to new University employees.

Title: Electronic Newsletter ***#*** 110

Source: University of Houston ***Co Area:***

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2004.html

Abstract: The University of Houston Finance Division publishes a monthly electronic newsletter for UH financial system users and business administrators. Originally intended to aid users of a recently installed financial system, the focus of the newsletter has expanded to include other operational areas and supplement formal business training. Several benefits have resulted from the newsletter, both for users and for Finance, with no additional costs.

Title: Enhancing On-Campus Customer Service by Providing One-Stop Shopping for Administrative Processes ***#*** 119

Source: University of Houston ***Co Area:***

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2005.html

Abstract: The following proposal outlines the operational efficiencies the University of Houston experienced when the organization dedicated an entire department to providing customer service to the community, and most specifically to the departments initiating business transactions.

This new Administration and Finance Customer Service Center represents the blending of key staff from administrative units across campus. The staff includes three new Human Resource customer service specialists, one Payroll customer service specialist, two dedicated Finance customer service specialists, and one Manager. This department is located near the Human Resources Department - making it easier to provide complete full service to the customers. Implemented in February 2004, final build out of the center was completed in June 2004. The new space exhibits the look and feel of an open bank lobby, providing work stations for representatives and waiting area seating for customers.

The goals of the center were as follows:
* Link all of the administrative units to provide one-stop shopping for Payroll, Human Resources and Finance questions to provide relief for the operational units who are processing transactions.
* Eliminate the potential for lost documents by providing the Payroll-Human Resources link so that forms used by both departments are entered into the HR/Payroll system in a timely manner.
* Assist Human Resources by establishing and utilizing a tracking database to track requested personnel actions for Human Resources and departments.
* Maintain a call database to report various statistics, including types of calls and solutions to operating units.
* Provide a listening ear to business and operational departments so that potential business efficiencies are researched and implemented.

Title: Costing **#** 127

Source: Book by Steven M. Bragg ***Co Area:***

Addl Info: Accounting Best Practices - Chpt 8, pg 167 - Contact Dianne Parkerson, 561 297-3946

Abstract:

This chapter is concerned with those best practices impacting the cost of products and the valuation of inventory. They are grouped into three main areas: information accuracy, cost reports, and costing systems. The first category, information accuracy, covers several best practices that review the accuracy of key information driving the costing of inventory: bills of material, labor routings, and units of measure. The second category, cost reports, is covered by the largest number of best practices. These are concerned with modifying or even eliminating the current cost-reporting systems in favor of a tighter focus on direct costs, materials, costs trends, and obsolete inventory. The final category, costing systems, addresses the two costing systems that should at least supplement, if not replace, traditional costing systems: activity-based costing and target costing. When the complete set of best practices advocated in this chapter has been implemented, a company will find that it has a much better grasp of its key product costs and how to control them.

Only the list of Best Practices are presented - for more information, contact Dianne Parkerson, 7-3946.

9-1 Audit bills of material
9-2 Audit labor routings
9-3 Eliminate high-leverage overhead allocation bases
9-4 Eliminate labor variance reporting
9-5 Follow a schedule of inventory obsolescence reviews
9-6 Implement activity-based costing
9-7 Implement target costing
9-8 Limit access to unit of measure changes
9-9 Review cost trends
9-10 Review material scrap levels
9-11 Revise traditional cost accounting reports

Title: Filing Best Practices ***#*** 137

Source: Book by Steven M. Bragg ***Co Area:***

Addl Info: Accounting Best Practices - Chpt 10, pg 184 - Contact Dianne Parkerson, 561 297-3946

Abstract: The book lists several best practices that can be used to create a more efficient filing system. They are listed here and if details are desired, contact Dianne Parkerson, 7-3946.

10-1 Add digital signatures to electronic documents
10-2 Archive canceled checks on CD-ROM
10-3 Archive computer files
10-4 Implement document imaging
10-5 Eliminate stored paper documents if already in computer
10-6 Extend time period before computer records are purged
10-7 Extend use of existing computer database
10-8 Improve computer system reliability
10-9 Adopt a document-destruction policy
10-10 Eliminate attaching back-up materials to checks for signing
10-11 Eliminate reports
10-12 Move records off-site
10-13 Reduce number of form copies to file

Title: Create a Policy and Procedure Manual ***#*** 140

Source: Book by Steven M. Bragg ***Co Area:*** University Wide

Addl Info: Accounting Best Practices - 13-5, pg 259 - Contact Dianne Parkerson, 561 297-3946

Abstract: While the book relates this to the accounting department, ALL areas should have a policy and procedure manual.

An unorganized accounting department is inefficient, suffers from a high transaction error rate, and does not complete its work products on time.   One of the very best ways to create a disciplined accounting group is to create and maintain a policies and procedures manual. This manual should list the main policies under which the accounting department operates. Though there are few excuses for not having such a manual, there are some pitfalls to consider when constructing it, as well as for maintaining and enforcing it. They are as follows:
* Not enough detail.
* Not reinforced
* Not updated
* Too many procedures

13-8, Pg 265
When the accounting staff is widely scattered through many locations, it is difficult to make available to them a current version of the accounting policies. The solution is to post it on an internal website, which is easily updated and available to all.

Title: Council of Senior Business Administrators Training Workshops ***#*** 166

Source: Texas A&M University ***Co Area:***

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2003.html

Abstract: Texas A&M University has a council composed of thirty-eight senior business administrators representing both academic and administrative areas. The Council, formed by individuals from units dedicated to improving the business-related processes across the University, has no direct reporting to any administrative unit. This council has been especially active in the last five years creating a network of communication and cooperation among its members providing much needed training to both business administrators and support staff in the 250 departments on campus. The first training workshop presented in March 1999 and funded by the individual departments was attended by almost 200 employees. Overwhelming positive feedback lead the Council to establish an annual training program that includes two workshops per year addressing the various business training needs from entry level novices to the more experienced employees. Sessions provided cooperatively by all areas of the University are presented in a timely fashion to provide information on changes in process and in governing rules and regulations needed to effectively run the operations. Within the past year, their importance was noticed by administration, and funding will now be provided to the Council of Senior Business Administrators for this University-wide endeavor.

Past topics include:
Intermediate Budgeting
Property Training
Unrelated Business Income Tax
Foreign Nationals Journey: H-1Bs and Beyond: Part TAMU 101 (newcomers)
Introduction to Payroll
Year-End Accounting
Sales and Receivables
Advanced Payroll
Getting ahead at A&M

Title: The Financial Accounting Management Information System Security and Training Unit Best Practices **#** 168

Source: Texas A&M University **Co Area:** IRM

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2003.html

Abstract: We handle security clearance and training for Texas A&M University's Financial Accounting Management Information System (FAMIS). We service over 1,500 users. We use a combination of practices that make our unit successful, as shown below.

1. We have approximately 250 Departmental FAMIS Security Contacts responsible for maintaining departmental files.
2. We establish inquiry access within 48 hours upon receipt of paperwork.
3. FAMIS users must do either an instructor-led course or an on-line Introduction to FAMIS course.
4. The FAMIS Mentor Program allows new FAMIS users to enter, approve, and/or sign purchasing documents in FAMIS without delays.
5. Individuals schedule training using the On-Line Registration System.
6. Internet Prerequisite Courses covering concepts and processes are available.
7. We provide monthly hands-on training.
8. We enter every FAMIS user into a database and print monthly reports summarizing access and training information. We deny access if anyone misses a training deadline.
9. FAMIS Study Hall allows those who need extra help to make appointments to meet individually with experts.
10. We create reference materials and keep them updated on the Internet.
11. We perform annual reviews of the security systems to ensure accuracy.
12. Monthly, we post a FAMIS user listing on the Internet for departmental review.
13. We utilize an electronic mail listserv and a shared email account to communicate with users.

These practices combined help us to achieve the following goals:
1. To establish security clearance to FAMIS for new employees as soon as possible.
2. To provide quality training and get people trained to do their jobs on FAMIS as soon as possible.
3. To maintain employee's security so that 1) each person has the correct security to fulfill job functions without any conflicts of interest and 2) to remove access to those who no longer need it.
4. To have an efficient way of communicating important information to FAMIS users.

Title: The Finance and Administration Academy Developing Future Managers at the University of Florida ***#*** 174

Source: University of Florida ***Co Area:***

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2003.html

Abstract: The University of Florida launched a new Finance and Administration Academy for the 2001-2002 fiscal year.

Created for the professional development of employees in UF's Office of Finance and Administration, the academy aimed to develop future managers by increasing participants' knowledge of the Office of Finance and Administration, focusing in particular on how it supports the university's academic mission and quality of life for the Gainesville community.

In addition to monthly meetings with members of the community and university administrators, participants shadowed high-level university officials, networked with one another, and completed assignments. Although participation in the academy does not guarantee future promotional opportunities, it serves as a training and leadership tool.

Employees from the university's Office of Student Affairs also were invited to participate in the 2002 academy to foster partnership and cooperation.

"We're extraordinarily pleased to see this program get off the ground," said Ed Poppell, vice president for Finance and Administration at UF. "We hope the academy will provide these energetic employees with the foundation to better understand and appreciate executive decision making and processes at the university level while preparing them for potential leadership roles."

Title: Knowledge Based On-Line Business Procedures ***#*** 182

Source: University of South Florida ***Co Area:***

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2003.html

Abstract: The University of South Florida (USF) transitioned from an HTML based on-line business procedures information system to a knowledge based system. All USF procedures maintained in the HTML based system were reviewed, updated and clarified, broken down into smaller chunks of information, and imported into the knowledge based system. This has dramatically improved the quality of the information available to users and the responsiveness of subject matter experts to questions received from their customers. A usability test, comparing the time to complete a series of tasks in the HTML based system and the new knowledge based system, found that, on average, users were able to complete their tasks in half the time with the new knowledge based system. The improved search features (category, keyword, phrases) make it easier for users to find information needed to complete their work. Users can choose to be notified automatically when a procedure has changed and have the ability to communicate online with subject matter experts. Management reports are generated to monitor performance and users can rate the effectiveness of procedures in answering their questions. Both of these methods are utilized to identify improvements to process content.

Web site address: http://www.usf.edu/compass

Title: Benefiting From & Improving upon UT System Guidance in Establishing an Institutional Compliance Program ***#*** 188

Source: University of Texas at Pan American ***Co Area:*** University Wide

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2003.html

Abstract: See Record 187 for basis.

When The University of Texas - Pan American defined formal processes for its Institutional Compliance Program, it looked to the U. T. System guidance as explained in Effective Compliance Systems: A Practical Guide for Educational Institutions. However, three specific improvements on these U. T. System recommendations enhanced the quality and effectiveness of the program:

1. Asking employees to raise compliance questions instead of report suspected non-compliance increased the volume, usefulness, and timeliness of issues raised through the anonymous compliance hotline.

2. Highlighting the relatively infrequent situations of management inattention to compliance issues and override of the efforts of others to address them further empowered employees to raise compliance questions in situations potentially most damaging to the University, and motivated managers to prevent these situations.

3. Using a single planning and reporting format for the management of compliance high risk areas reduced the reporting burden and increased the transparency of control of risks in high risk areas.

Following U. T. System guidance, a formal policy was developed describing the program. A broad cross section of the campus contributed to the development of the policy, and the concerns of faculty and others were addressed early in the process.

Title: Simplify The Operating Processes (STOP) ***#*** 190

Source: Vanderbilt University ***Co Area:***

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2003.html

Abstract: An extremely complex and diverse organization, Vanderbilt University created a taskforce to Simplify the Operating Processes (STOP.) The taskforce solicits suggestions from faculty and staff on how to streamline work. Comprised of faculty and staff across the campus and medical center, the taskforce has successfully completed several projects. The two projects below share similar goals and strategy and serve as good examples of the STOP taskforce’s ability to simplify processes.

THE FORMS LOCATOR - See Record 439

THE TRAINING LOCATOR
Vanderbilt, like many institutions, has several departments that offer a wide variety of mandatory, professional, or personal development training. The hard task is to track down the class you need and find the department offering it. In response to this need a TRAINING LOCATOR was developed to assist faculty and staff in finding training opportunities. This way, whether looking for a self-defense course offered by Police and Security, a leadership course offered by Human Resource Services, or an OSHA regulation course offered by Environmental Health & Safety, all can be found in one location. The LOCATOR is searchable by course name, by the name of the offering department, by type of training, by key word, or by courses that offer CEU’s. Departments can include a direct link so participants can register immediately and even provide a map to the class location. Course offerings include class room instruction, educational events, on-line, and self-study classes. For departments who offer courses but do not have web sites, the locator will help them upload their brochure or registration information directly from their own PC and it will be ‘hosted’ by the LOCATOR site. The TRAINING LOCATOR has become the "yellow pages" of training for the institution.

Both these tools help make all university units more effective. They are unique in that they combine information into one place without shifting "ownership" to a central source.

Title: Virtual (Online) Meetings ***#*** 205

Source: Penn State University ***Co Area:*** University Wide

Addl Info: http://qualityspotlight.psu.edu/virtualteam/index.html

Abstract: The Commonwealth College is comprised of 12 geographically separated Penn State University campuses, with central administration offices at University Park. Career Services staff at each of these campuses were interested in meeting and exchanging information so they could leverage their shared knowledge and resources, rather than "recreating the wheel" at each campus. However, because of limited staff size and the cost and time involved in travel, they could not meet face to face frequently enough to develop this exchange.

Following a face-to-face organizational meeting, members of the Career Services staff from various campuses met virtually on a regular schedule using an online instant messaging system, as well as e-mail and telephones, to plan, share, and develop documents. As with a face-to-face team, they developed ground rules and addressed responsibilities and expectations. Through these meetings they have been able to develop a mission statement, and are developing an online Staff Development and Reference Resource, which they all can use to share information. They have saved significant travel time and costs. Additionally, they are now communicating more through the use of technology, have renewed energy, and are interested in finding additional ways to work more closely.

Title: Efficiently Managing, Preserving and Accessing Important Documents University-Wide ***#*** 208

Source: Penn State University ***Co Area:*** University Wide

Addl Info: http://qualityspotlight.psu.edu/imaging/index.html

Abstract: As business expands and the number of transactions multiplies, the need for preserving and maintaining important records is challenged by the limited space available. Over time, the issue of space becomes more urgent, and as technology moves forward, there is greater urgency in increasing the accessibility of important documents. Finding cost-effective ways to manage important documents was the Imaging Team's primary goal, which they successfully met. The clear solution to the high-cost and inefficiencies associated with paper documents was to create a digital imaging system whereby units can cost-effectively preserve, access and share such documents with other units across the university, nationally and internationally, as needed.

Working with University Police, the Technical Imaging Team implemented a digital imaging system, scanning all criminal records and creating a web-based digital image searchable database. This new digital system of criminal records preservation and retrieval made it possible for University Police to instantly and securely search, retrieve and share important criminal records as needed via the web.

Additionally, other units benefiting from the Technical Imaging Team's digital approach include the Office of Development, the Office of Human Resources, the Alumni Relations Office, Undergraduate Admissions, the Office of Tele-Communications and many more. Currently, The Technical Imaging Team is working with the Office of Administrative Systems (OAS) to address the issues in their units.

Title: Penn State's Continuous Quality Improvement ***#*** 209

Source: Penn State University ***Co Area:*** University Wide

Addl Info: http://www.psu.edu/president/pia/database/

Abstract: Since 1992, Penn State's Continuous Quality Improvement efforts have yielded over 600 teams. In 1998, the then Center for Quality and Planning began development of a database to better track the efforts and results of the many teams. We are pleased to share some of the information from that database here.

The pages under this site contain information on the team's objective, membership, and any results of which the Office of Planning and Institutional Assessment is aware. We hope that this information will be a useful reference for individuals who are initiating or currently involved in a CQI initiative. We also hope that this information will provide an indication of the size, scope, and activity of the University's improvement efforts.

This is a searchable database and is listed as a resource.

Title: Cross-functional Plan for Strategic Planning ***#*** 280

Source: University of Central Florida ***Co Area:***

Addl Info: http://www.ucf.edu/aboutUCF/strategic/plans/cf.final.finan..doc

Abstract:

In the broadest sense, the Committee on Finances has been charged with assessing and recommending what further steps need to be taken by the University during the coming three-year strategic planning cycle to optimize financial resources. From a macro point of view, finances of the university can be divided into three parts: sources, uses, and accounting.

A point not to be missed in discussing state-supplied funding is that the state’s commitment is to fund all its schools "adequately." However, UCF desires to be more than merely adequate in addressing its teaching, research, and service missions. For the university to truly excel in a system that provides merely adequate funding requires several strategic commitments on the part of faculty and staff.

One commitment is to continue UCF’s tradition of using available resources as efficiently as possible. This means:
- not allowing the funds available to be diffused, but keeping them focused on the Five Goals
- working to expand the revenue base supplied by the State
- ramping up the quest for operational excellence
- utilizing all the energy and talent of a diversified workforce
- continuing to deploy innovative applications of technology
- supplementing the revenue base with increased levels of private giving
- reviewing the contributions in services and dollars supplied by auxiliary enterprises.

Recommendations include -
- optimizing sources of funds
- maximizing uses of funds
- accounting and record keeping

Title: Non-academic Policy Making Policy ***#*** 341

Source: Cal State - Fullerton ***Co Area:***

Addl Info: http://www.fullerton.edu/presoffice/auditor/docs/Policy_Development_Notes.doc

Abstract: This is a draft document and appears to be a policy on making policy and starts with -

Policy Statement:

The following principles governing the making of all CSUF non-academic policies:

1. Only the President, or in the case of fiscal issues also the CFO, can officially authorize a CSUF non-academic policy. Note: As such, all existing policies that have not been submitted for Presidential, or as applicable CFO, approval must be submitted in order to be considered ar official CSUF policy.
2. All CSUF non-academic policy content development, format, and organization will be in accordance with the guidelines detailed below.
3. All CSUF policies, academic or non-academic related, will be consistently applied to all personnel without discrimination as to age, race, color, disability, sex, religion, or national origin.

Academic policies - http://www.fullerton.edu/senate/ups.htm
President directives - http://www.fullerton.edu/policies/presdir/

Title: Best Practices and Guidelines For Effectively Using A Contract Workforce ***#*** 386

Source: State of Texas Auditor's Office ***Co Area:***

Addl Info: http://www.sao.state.tx.us/reports/main/01-023.html

Abstract: The State Auditor's Office is providing state entities these guidelines to consider for effectively using and properly managing their contract workforce. Based on our research, this booklet describes some of the issues that entities should be aware of when considering using a contract workforce.

Do You Need a Contract Workforce?
Does a Contract Workforce Fit Your Staffing Strategies?
Staffing Strategies Checklist
Would the Use of Contract Workers Be Cost-Effective?
Cost-Effectiveness Checklist
Have You Examined the Legal Issues Involved With a Contract Workforce?
What Are the Best Practices for Using a Contract Workforce?
Best Practices Checklist
Do You Have Policies and Procedures Specifically for Contract Workers?
Policies and Procedures Checklist
Appendices
Calculating the Cost-Effectiveness of Contract Workers
  Compensation
  Unit Labor Cost
  Compensation, Unit Labor Costs, and Pay/Performance Ratio Worksheets
  Training
  Decision Methodology
Understanding the Legal Issues Related to
  Contract Workers
  Disclaimer
  Anti-Discrimination
  Anti-Discrimination Checklist
  Taxes
  Factors the IRS Considers to Determine a Worker's Status
  Benefits
  Workplace Safety
  What Items Should Be Considered When Developing Contracts?
  Contracts Checklist
References and Places State Entities Can Go for Assistance

Title: Guide to Cost-Based Decision-Making ***#*** 387

Source: State of Texas Auditor's Office ***Co Area:***

Addl Info: http://www.sao.state.tx.us/reports/main/05-139.pdf (Original URL No longer valid)

Abstract: Government managers have traditionally had difficulty obtaining consistent and comparable information about the “true” cost of government services or products. Part of the problem is the inability to establish a rational cause and effect relationship between a particular service or product and the many types of direct and indirect costs. For example, the costs of many services such as purchasing, payment, revenue collection, human resources, management information, and reproduction and printing services are generally not linked to the specific service provided or the program served. Further, there generally is no
attempt to derive a unit cost for such services.

Introduction and Overview
Chapter 1 - Developing an Activity-Based Costing System
Chapter 2 - Planning and Budgeting
Chapter 3 - Monitoring for Efficiency, Quality, and Effectiveness
Chapter 4 - Pricing
Chapter 5 - Outsourcing and Consolidation Decisions
Appendices:
A - Conducting Random Moment Time Studies
B - Developing a Detailed Process Flowchart
C - Discount Rates
D - Glossary
E - Bibliography
F - Acknowledgment

Title: Administrative Operational Reference Guidelines **#** 389

Source: Colorado State University ***Co Area:***

Addl Info: http://www.admin.colostate.edu/policies.html

Abstract: (11/06 - site being updated)

This is a 362 page manual covering Administrative Operational Reference Guidelines. While it covers all areas of the university, the first 200 pages related to Administrative operations.

Master Index of General Information and University Manuals - http://www.colostate.edu/admin/mastinfo/mastinfo.pdf

Operating Procedures for Academic Faculty and Administrative Professional Staff Salaries - http://www.colostate.edu/Admin/afap/afap.pdf

Manager's Quick Guide - http://www.colostate.edu/admin/managers/managers%20quick%20guide%20revision%202003.pdf

Evaluation of Administrative Professionals - http://www.colostate.edu/admin/ape/ape.pdf

HR Manual - http://www.hrs.colostate.edu/manual/manual.html

Purchasing Manual - http://www.purchasing.colostate.edu/index.asp?url=manuals

Business & Financial Services - http://www.colostate.edu/Depts/BusFin/qg.html

Contracts Manual & Standard Forms- http://www.admin.colostate.edu/cs/cmanual/

The College of Engineering has Policy & Procedure manual covering many administrative topics - http://www.engr.colostate.edu/Dean/pdfs/ppmanual_Sep01.pdf

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Title: Finance & Administration Policies & Procedures **#** 394

Source: Yale University ***Co Area:***

Addl Info: http://business.yale.edu/ppdev/

Abstract: They have displayed the name/links of all of the Division of Finance Policies & Procedures on one page making it very user friendly.

Title: Financial Process Risk Self-Assessment Program **#** 406

Source: University of California Santa Cruz **Co Area:**

Addl Info: http://www.ucsc.edu/finaff/cc/CFMP/FinRisk.htm

Abstract: What is the Financial Process Risk Self-Assessment (PRA) Program?
The program involves employing the Financial Process Risk Self-Assessment methodology to uncover the strengths and weaknesses in specific campus financial or business processes. The objective of the program is to identify and address control weaknesses in campus financial and business processes and to provide a means of accumulating and sharing best practices information among campus units.

What is the Purpose of the PRA Program?
Having relevant, effective financial and business processes is critical to cost-effectively handling the financial affairs of the campus. The continued success of campus financial and business processes in supporting the mission of the University might be seriously jeopardized by any one of the following things:
1. Excessive controls
1. Obsolete controls
3. Tradition

More information - Financial Management Workshops - http://www.ucsc.edu/finaff/cc/workshops/intro.htm#top

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Title: Office of Business Affairs - Policies & Procedures **#** 423

Source: University of North Carolina **Co Area:**

Addl Info: http://www.uncp.edu/ba/policies/

Abstract: University of North Carolina at Pembroke
This is one of the best sites for Administration policies - covers
* Bookstore
* Business Affairs
* Business Services
* Controller
* Facilities Planning and Construction
* Financial Planning and Budgeting
* Human Resources
* Physical Plant
* Police and Public Safety

They also have a Helpful Tips page which includes all departments - http://www.uncp.edu/ba/tips/index.htm

Title: Simplify The Operating Processes (STOP) - Forms Locator ***#*** 439

Source: Vanderbilt University ***Co Area:***

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2003.html

Abstract: An extremely complex and diverse organization, Vanderbilt University created a taskforce to Simplify the Operating Processes (STOP). The taskforce solicits suggestions from faculty and staff on how to streamline work. Comprised of faculty and staff across the campus and medical center, the taskforce has successfully completed several projects. The two projects below share similar goals and strategy and serve as good examples of the STOP taskforce's ability to simplify processes.

THE FORMS LOCATOR
You cannot conduct business without forms of all varieties - paper forms, on-line forms, multi-part forms, etc., which in the past had to be obtained from the source responsible for the activity. An on-line FORMS LOCATOR was created that allows faculty, staff, and students to search for forms by form name or responsible department, and all in one location. The site provides the forms generally in Word, Excel, or Adobe format, or links directly to department web sites for on-line forms. Many forms feature additional information and detailed instructions on how they should be completed. Each department that offers forms is still responsible to maintain their forms or their own department web site. The FORMS LOCATOR simply provides a way to bring everything together in one easy to find on-line location. The service saves time and money and has been widely accepted by the university community.

THE TRAINING LOCATOR - See Record 190

Both these tools help make all university units more effective. They are unique in that they combine information into one place without shifting "ownership" to a central source.

Title: Reform of the Classified Compensation Plan ***#*** 503

Source: New River Community College ***Co Area:*** Human Resources

Addl Info: http://www.nr.edu/personnel/pages/compensation.htm

Abstract: The state's performance-based compensation plan is modeled after the most successful "best practices" now being used by major corporations and governmental entities on the national, state and local levels. The compensation plan took effect on September 25, 2000.

State of Virginia's Compensation Plan - http://www.dpt.state.va.us/compreform/comp.htm

Title: Conflict of Interest ***#*** 550

Source: St. Thomas University ***Co Area:*** Human Resources

Addl Info: http://w3.stu.ca/stu/administrative/hr/policies.aspx

Abstract: In order that members of the University community and other interested parties can have confidence in the hiring, tendering and employment practices of St. Thomas University, the University establishes this policy to provide reasonable precautions against favoritism in hiring, tendering and other employment related decisions.

Covers -
Hiring
Awarding of Contracts
Outside Employment
Acceptance of Gifts

See http://w3.stu.ca/stu/administrative/hr/policies.aspx for a list of their other policies
Payroll
AIDS
Sexual Harassment
Student Employment
Payment for Service
Employment Benefit
Tuition Waiver
Personnel Records
Conflict of Interest
Employment Insurance Reporting
Confirmation of Employment
University Holidays
Storm Closure

Title: Administration Policies ***#*** 590

Source: Murdoch University ***Co Area:***

Addl Info: http://www.murdoch.edu.au/index/policies/admin

Abstract: This listing includes general policies, guidelines and legislation as well as selected Commonwealth and Western Australian legislation.

Also see University Policy Index - http://www.murdoch.edu.au/index/policies/ which includes a link to Student Policies.

Title: IOMA - Business Intelligence at Work ***#*** 621

Source: IOMA - Business Intelligence at Work ***Co Area:***

Addl Info: http://www.ioma.com/

Abstract: This is a good website with focus on
Accounts Payable
Commercial Credit / Collections
Corporate Financial Management
Corporate Security
CPA Firm Management
Human Resources
Law Firm Management
Payroll
Telecom Business
Telecom Law
General Legal

It offers newsletters, research reports, conferences, seminars, audio-conferences, training, certification, advisory services and more - to paid members. There are summary reports under "Research & Special Reports."

Title: The Substance Of Transparency: The Sarbanes-Oxley Act ***#*** 659

Source: NACUBO ***Co Area:***

Addl Info: http://www.nacubo.org/x2463.xml

Abstract: Although Sarbanes applies to companies that register securities with the Securities and Exchange Commission (SEC), we believe that college and university business officers should regard Sarbanes as an opportunity to further the business officer's defining core objectives, namely, the enhancement of institutional accountability and responsibility. As the current climate has highly sensitized those outside the accounting field to the importance of good financial management practices, the time is particularly conducive to making yourself and your contributions known. Thus, in presenting a general accounting and discussion of the act, it is our intent to provide you with the following: a better understanding of the implications of Sarbanes, affording you the means of educating senior executives and boards of trustees; the ability to identify those practices required by Sarbanes that might be applied within a college and university environment and to determine how best to apply them; and a view of Sarbanes as an opportunity both to reassess best practices for audit committees and executives and to refresh the ongoing dialogue with external auditors.

Title: Requirements of Sarbanes-Oxley **#** 660

Source: NACUBO **Co Area:**

Addl Info: http://www.nacubo.org/documents/business_topics/SOXChecklist3.7112003.doc

Abstract: Institutions of higher education are entrusted by society with great resources and commensurately great responsibilities for creation, dissemination, and preservation of knowledge. College and university business officers play a key role in assuring that high standards of ethical practice attend to the custody and use of these resources. The business officer's personal and professional conduct reflects on his or her institution, the collective profession, and the higher education enterprise at large. To guide business officers in setting and practicing high standards of ethical conduct, the National Association of College and University Business Officers has devised the following Code of Ethics.

Also see - Advisory Report at http://www.nacubo.org/Documents/news/2003-03.pdf

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Title: Tips and Hints to Control Costs In Your Organization **#** 740

Source: Book by James Hickel, Cost-Effective Organization **Co Area:**

Addl Info: http://mysite.verizon.net/vze6l53f/id2.html

Abstract: Covers - General, Human Resources, Finance, Administrative Expenses, Purchasing

Examples -
* Review the number of internal reports that your company generates and find a way to eliminate them. Better yet, eliminate routine reports entirely: Reports should often show only critical exceptions, not routine information.
* Constantly review whether services currently performed in-house would be more cost-effective if contracted out -- and vice versa.
* Review who is subscribing to what publications in the office, and consider eliminating unnecessary or duplicate subscriptions.

Title: Best Practices Templates **#** 766

Source: Oregon Health & Science University **Co Area:**

Addl Info: http://www.ohsu.edu/cc/audit/bestpractices.html

Abstract: These "best practices" serve as examples of what OHSU units have developed to supplement standard reports that are available from the Oracle financial system. Site has many Financial Affairs related templates

Purchase Request Form
Living Budget
Budget Status Reports
Detailed Payroll Reconciliation Spreadsheet
Leave Request Form
Non-Capital Computer Inventory

Title: Division of Finance Directors Continuous Improvement Retreat **#** 894

Source: Texas A&M University **Co Area:**

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2008.html

Abstract: Inspired by a NACUBO seminar titled “Baldrige Goes to College” and in an effort to initiate process improvement, Texas A&M University’s Division of Finance executive staff planned and presented a series of Directors Retreats starting in November of 2006. The areas of concentration during the retreats included strategic planning, customer communication, mission-critical processes, revenue control system implementation, and payroll process gap analyses. As a result, many departments used the opportunity the retreats afforded them to examine and document business processes, re-evaluate business continuity / pandemic plans, and identify technology needs to enhance a quality environment.

The outcome has been dramatic: two of the groups, the Employee Service Center, and the Strategic Sourcing and Procurement Services Department, are so invested with EHE that they plan to pursue the State of Texas’ version of the Baldrige Award. Others have used the opportunity to examine and document business processes, recognizing the business necessity. Still others have recognized the value of the EHE framework in preparing a business continuity/pandemic plan. Virtually all have identified technology needs to enhance a quality environment; in turn, such identification has permitted economies of scale in acquiring software licenses and securing servers.

Title: Changing the Culture: Advancing Communications and Training in a University Environment **#** 895

Source: Texas A&M University **Co Area:** Budget Office

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2008.html

Abstract: Texas A&M University-Commerce
The Budget Users Group (BUG) was created in FY2005 as an avenue to meet this commitment. The original charge of the BUG Group was to provide training and to receive input from users on various budget and accounting issues. During FY2007, these meetings evolved into an arena for continuing the training opportunities for various areas on campus and as a means of increasing communications to support staff, consisting of administrative assistants and clerical employees.

What began as a way to provide training evolved into a method of communicating much needed announcements and updates to support staff on campus who would not normally receive the information. The result has been a change in culture concerning how we provide training and information on campus. In addition to the monthly BUG meeting, we have added annual year-end meetings and department head training sessions. The monthly BUG meetings communicate such items as legislative updates, highlights of the institutional budget, facility project updates, personnel changes, software updates, and reports from the President’s Cabinet.

Title:	Leadership, Administration & Policy		***#*** 932
Source:	Wiley	***Co Area:***	
Addl Info:	http://www.wiley.com/WileyCDA/Section/id-350432.html		
Abstract:	Leadership, Administration & Policy in Higher Education - Most of the information is in book format and available for purchase.		

Title:	Financial Services Polices & Procedures Manual		***#*** 937
Source:	Arizona State University	***Co Area:***	
Addl Info:	http://www.asu.edu/aad/manuals/fin/index.html		
Abstract:	Extensive linked index of Financial Service Policies and Procedures.		

Title:	Administrative Services Team Customer Satisfaction Survey and Process Improvement Initiative		***#*** 961
Source:	Florida Community College System	***Co Area:***	
Addl Info:	http://www.sacubo.org/sacubo_resources/best_practices/2009.html		
Abstract:	The Administrative Services Team (AST) is a cross-functional team of seventeen members and a sponsor who provide infrastructure support for the day to day operations of the College Center for Library Automation (CCLA). In the last three years, the team has conducted two internal customer satisfaction surveys with the goal of focusing on major points of service delivery to determine areas that need attention or could benefit from process improvements. The conceptual purpose of the satisfaction survey was "…to determine the perception of CCLA staff concerning the delivery of administrative services in order to address areas needing improvement thereby increasing customer satisfaction." Besides the benefits from Customer Satisfaction, there were Travel Request Improvements and Purchasing Process Improvements. The survey also included shipping, receiving, mail and office supplies, and HR areas		

Title:	Finance & Accounting		***#*** 1017
Source:	APQC - American Productivity & Quality Center	***Co Area:***	
Addl Info:	http://www.apqc.org		
Abstract:	Click on Knowledge Base, then on all Finance & Accounting subjects. The searchable Knowledge Base contains a wealth of information across all process areas. Among the articles, frameworks, and best practices, you will find APQC publications that include books, reports, and case studies. Some of the material is free		

Title: The Business of Higher Education ***#*** 1032

Source: Inside Higher Ed ***Co Area:***

Addl Info: http://www.insidehighered.com/news/2009/12/02/business

Abstract: The notion that colleges need to act more like businesses appeals to many people outside higher education and, especially in difficult financial times, to some trustees and state leaders. Efficiency, productivity, innovation -- all concepts that colleges and universities are all too often accused of lacking. And yet, many college and faculty leaders bristle at the suggestion that the institutions -- and their students -- would be better off if only institutions operated more like their counterparts in the private sector.

The Business of Higher Education (Praeger), a new three-part collection of essays edited by John C. Knapp and David J. Siegel, presents a wide range of perspectives on the complex impact of business models on higher education. The authors -- respectively, the Mann Family Professor of Ethics and Leadership at Samford University, and an associate professor of educational leadership at East Carolina University -- are neither pro- nor anti-business; they describe themselves, instead, as "ambivalent, conflicted, and (perhaps more positively) open to the merits of strong arguments." Those they (and readers) get, from such shrinking violets as E. Gordon Gee, Marc Bousquet and Cary Nelson.

Title: New Fiscal Officers Orientation and Mentoring Program ***#*** 1040

Source: University of Missouri-Kansas City ***Co Area:***

Addl Info: http://www.cacubo.org/pdf/2007/University%20of%20Missouri%20Kansas%20City%20[New%20Fiscal%20Officers%20Orie.pdf

Abstract: Prior to the hire of a new fiscal officer at UMKC, the mentoring group meets and assigns a primary and secondary mentor for the new hire. The designated mentor also meets with the outgoing individual to learn as much as possible about the position, potentially joins the selection committee for the new hire, and serves in the capacity of mentor for the individual when hired.

Support systems that were established as this mentoring initiative was being designed include a centralized repository for fiscal operations information and an individualized training program. The Fiscal Officers web site provides information and links that every fiscal officer on campus (and their respective staffs) can utilize in the daily operations of their offices. The individualized
training program takes advantage of a newly formed training initiative on campus that can be tailored to the most urgent needs of the new hire, as identified by the mentor and is based on the time of year of the hire and the individual functions the new individual will perform in their position.

This is a great achievement for UMKC; one that has made a huge impact on the success for fiscal officers across the campus, and one that will make a huge impact on the success of the future chief fiscal officers hired through the utilization of the mentoring program.