AGENDA

SLU Business Manager Meeting

June 16, 2005

1) Introductions, Meeting Purpose and Objectives: Bob Woodruff

2) Business Manager Role and Expectations: Fr. Biondi

3) Business & Finance Division: Bob Woodruff

4) Purchasing: Janice Crawford

5) Controller: Charlie Caciano

6) Financial Planning & Budget: Gary Whitworth

7) Best Practices: Linda Bantle

8) Sponsored Programs: Dan Miller

9) Treasury & Investments: Brian Pini

10) Open Session

Business Manager Meeting

Minutes of the Meeting of June 16, 2005

Meeting minutes of the Saint Louis University Business Managers held at 10:00 a.m. on Thursday, June 16, 2005 in LRC Auditorium B.

Business & Finance Staff Present:

Bob Woodruff	Leslie Bilodeau	Janice Crawford	Marsha McBride
Charlie Caciano	Kathy Ellis	Gary Whitworth	Angela Reeves
Linda Bantle	Nila Mehta	Dan Miller	Lisa Zoia
Bryan Pini	Dan Hitchell	Lee Kneibert	Tawnya Musial

Administration Present: Fr. Biondi

Business Managers Present:

Mary Adams	John Ashby	Charlotte Avett	Kathy Barbeau
Karen Baxter	Marsha Bennett	Janet Betts	Joan Bialon
Laurie Boice	Larry Bommarito	B. Diane Bounds	David Brinker
Pamela Buatte	Shirley Christisen	Maura Connors	Sharon DeBolt
Linda Drohlich	Larry Fletcher	Delouis Gavin	Gracie McCormack
Tammy Grant	Tina Gray	Mark Haenchen	Marie Halstead
Ruth Hilderbrand	Beth Hitchell	Darlene Huebner	Joyce Jackson
Kathryn Jackson	Loisteen Jackson	Paul Jackson	Mary Alice Kauling
Sheila Kirkland	Jeanene Kreevich	Pam Scholl	Michael Kurtz
Elizabeth Lawrence	Michelle LeMatty	Michael Luczak	Tami Mackiewicz
Eileen Michael	Judith Moran	Michael Mueller	Carolyn Mulhall
Kathy Patrylo	Kathy Peck	Teresa Prow	Julie Randall
Catherine Riedesel	Jean Riley	Kevin Riordan	Lisa Rocah
Beth Simon	Mary Souris	Sue Stevens	Kevin Stillman
Karen Stocke	Van Vieregge	Stephen Waldman	Lynne Weinzettel
Luann Weiss	Virginia Westermeyer	Denise Woods	Paul Wuebbels
Catherine Zimmer	Nancy McPeters	Linda Wardhammar	Tina Lynch
Sheila Trimble	David Young	Troy Horine	Carol Long
Jeanne Hung	Susan Brewster	Lucy Smith	Denise Townsend
Kathy Humphry	Deborah Hahn	Alyce Lanxon	Sterling Gafnu
John Miller	G. Hollister	Diane Giesler	Thomas West
Mary Beth Erickson	Kimberly Cox	Pat May	Christine Whitten
Rhonda Arl	Stephen Schmidt	Clark0Ann Haas	Marie Reynolds
Sue McCahan	Julianne Hunter	Vincent Spaziano	Nancy Gaines
Jeanne Young	Colleen Schneider	Robert Moore	John Seay
Jim Weldon	Anita Dytuco	Jhoseph Tricamo	Karen Drake
Mary A.Bindbeutel	Pam Buatte	Lou Ann Biermann	

Bob Woodruff, Vice President and Chief Financial Officer, opened the meeting with a presentation on the purpose and objective of the business managers meetings and the focus and vision of the Business and Finance Division. The primary objectives of the meetings will be to:

- Strengthen the university's business practices through closer cooperation and information sharing
- **Share information on new initiatives, policy and process changes**
- Gather business manager's ideas and input for future policy and process improvements
- Enhance collaborative efforts of Business Managers

He introduced the Business and Finance leadership team and directed introductions of the managers and the organizations they were in attendance to represent. The Business and Finance division will be focused on the "big picture", on customer service, and continuous process improvement and will be performance oriented based on benchmarks and metrics. The division will enhance communication and collaboration with the University community and especially with business managers.

Father Biondi addressed the group explaining the importance of the issues we were gathered to discuss. He told the group they are responsible for helping move the institution forward and for ensuring that their respective departments and divisions operate in compliance with current University business policies and practices as well as the many new initiatives, policies and practices that are being implemented. He stated that these changes are critical and departments or divisions must collaborate in the practices that will benefit the overall University. He asked the group to actively participate in emerging policies highlighted in the Best Practices efforts and fully embrace and support their implementation.

Janice Crawford, Purchasing Manager, introduced her team members and explained the recent purchasing reorganization. She presented the current focus of the purchasing team, their future vision and their expectations as they move forward. Her discussion prompted a multitude of questions, comments and suggestions. Below is a summary of questions, comments and concerns raised:

- There was an overall positive response and enthusiasm to the direction purchasing was taking and the support they would be bringing to the departments, especially the potential cost savings. Several business managers asked to be put on the meet and greet schedule to begin working directly with the purchasing contract management specialists.

- Many of the business managers addressed the immediate need for release of FY05 encumbrances in order to continue spending for the remainder of the year. Requests to release the encumbrances had been submitted, but they seemed to be held up for some reason. Ms. Crawford explained the reason they were being held, but that they would get them all released by the end of the next day.

- Another major concern to the business managers was the proposed new policy to institute a $1,500 minimum dollar amount on standing POs and to limit the number of POCAs to two per year. Many reasons were stated as to why these changes would be problematic including the need for flexibility during non-regular business hours in the research departments, the fact that spending is driven by volume and can't always be projected in the beginning of the year, and because grant funding runs on project years.

Linda Bantle, Associate Director of Special Programs, presented the goals and objectives of the Best Practices initiatives. Because of the consensus to discuss travel, she devoted the balance of the meeting discussing the changes in travel related to American Express Travel Services and the corporate travel card. The new program will be rolled out in the fall and American Express will be our exclusive agency so we can better position the University with vendor negotiations through consolidated data tracking and ensure that a consistent level of service is delivered to our travelers. The business managers had many questions related to new procedures and processes. Ms. Bantle answered how she anticipated the process would work, but many details still need to be worked out and we won't be able to address them until we begin the implementation process. Ms. Bantle promised to keep the business managers informed on the progress. She informed the group that she was working with a focus group made up of business managers and members of the controller's office to develop the revised policies and procedures related to the new program.

The meeting ended at 12:05 p.m.

Minutes respectfully submitted by Leslie Bilodeau.

Business Manager Meeting

June 16, 2005

Program Evaluation

1 = No
2 = Somewhat
3 = Yes

Total Indicated on forms:	**1**	**2**	**3**
The material was clearly presented.	0	6	33
The handouts were helpful.	1	9	29
The presenters were well informed.	0	4	35
The information presented was useful.	0	5	34
I was provided an opportunity to ask questions.	0	2	37

How often do you recommend we meet?

No Answer:	1
Monthly:	7
Every Other Month	9
Quarterly	21
Semiannually	1

What topics are you interested in for future meetings?

Accounts payable
Budget & Finance
Technological streamlining of paper intensive processing (e.g. labor reallocations)
Updating policy manual and issuing on-line
Customer service (cycle time, providing solutions to problems)
Sponsored programs
Travel
Purchasing
Budget reports
Banner and upcoming enhancements
Brainstorming session for financial reporting
Payroll and payroll reporting
Upcoming changes prior to implementation
Sponsored programs post award administration
Capitol equipment financing
Endowment spending
Only one topic per meeting
Same topics discussed today
Year-end PO closing
Mandated capital phase planning
Practice suggestions

Time/deadline updates
Best practices budget
IT
Controller and changes coming from them
Focused issue within one area
EPAFs
Focus on one or two aspects at most!
Rather than trying to pack all the areas within Business and Finance into a single meeting, each area/group should have a meeting where they are the focus.
We need to expand on what has already been presented as well as the points that were not covered.
No answer: 10

What additional tools/services can the Division of Business and Finance provide to better equip you to do your job?

Keep lines of communication open. Sometimes it is hard to get hold of anyone in Purchasing, Accounts Payable and Budget & Finance.
Focus groups to provide input on new policies
List of accounts payable employees who deal with invoices and which vendors
Frequent e-mail web updates
Link WebXtender to the Banner system
Better communication – too may SLUmors. Don't bury announcements on Newslink, send out notifications in addition to Newslink.
Increase the use of focus groups, meetings and other communication tools/strategies.
Ability to download WebFocus reports
More focused presentations
More advanced information
Banner reports
Set up training dates throughout the year for various Banner functions and publish the dates on the website.
Banner clicks are slow and info not available in quick format.
Updates, draft policies and training
More info on the web pages
More info on web site regarding vendors, status of Banner, and a site to ask questions
Hands-on use of tracking expenses in Banner. FAQs are helpful, but something like HR classes that discuss day-to-day use of system
Keep everyone informed of changes and timelines for new initiatives
Provide "exposure drafts" of policy/procedure changes to gain additional operational insights
Better communication. You have started to move in the right direction with your open meeting.
Better communication between SLUCare/UMG and the academic entities. Our needs do not run parallel.
I would like to see more development of reports and reporting solutions.
Input sought early-on, as changes to procedures are contemplated, would be wise.
A simple method of making time-sensitive purchases costing more than $10 (petty cash limit) but not at the level of $1000+.
Reports; ongoing information.
No Answer: 13

Comments:

- I think we are moving in the right direction. I know it takes a lot of hard work and manpower.
- Not sure if you meant for this meeting to include as many people as were in attendance – not just division-level business managers but on down the org chart; seems like maybe not everybody who was here really needs to be here. Info could be relayed by top-level business managers to those under them. I'm one of the lower level people and I appreciated being here,

but I think it may have been easier for you to get through your program with a smaller group of people who are less caught up in the urgency of details related to very specific functions. Or maybe just clarify that the purpose of the meeting is overview in nature, not to voice even concern or get every specific question answered. Though I think that the presenters were very patient and informative and people appreciated being heard.

- Good meeting. Encouragement on open forum questions/comments was appreciated.
- It would be helpful if the information given was accurate (i.e. Stephen Schmidt has been in IM for the past 5 months. Good first attempt.
- Some meeting topics for whole group – some for HSC.
- Good idea! Limit meeting to 1.5 hours if no breaks.
- Useful – additional on-line policies would be helpful.
- Thanks.
- Very informative; should do more often.
- Great meeting, well prepared, well organized.
- Separate Frost from HSC – while policy is policy, HSC concerns are very different from Frost.
- Also agree that clear and frequent communication with business managers is necessary because we process, plan and implement the majority of the cost imposing events on campus and we can now be responsible for saving the schools/universities money.
- This is a wonderful open session that needs to continue.
- I thought that the meeting really brought up some interesting topics and good discussion. I really think this should continue. I also think that the Travel Policy revisions discussed could be quite beneficial provided the Business Managers receive the proper support from the central administration.
- Thanks for gathering us. It has been too long. People are energized and motivated by such sessions.
- While it is reasonable and a good goal to develop best practices that reflect the needs of large departments and programs, please keep in mind small departments for whom such protocols might be even more cumbersome than are current practices.

No Comments: 20

If you are unable to complete this evaluation at this time, please submit to Linda Bantle, Salus Center room 604 at your earliest convenience. We appreciate your response.

Business and Finance Division

Vice President and Chief Financial Officer: **Bob Woodruff**	977-3139	woodruff@slu.edu
Administrative Assistant to VP & CFO: Mary Drexl	977-2233	mdrexl@slu.edu
Purchasing: Janice Crawford	977-2925	crawfojd@slu.edu
Controller: **Charlie Caciano**	977-2991	cacianoc@slu.edu
Financial Planning and Budget: Gary Whitworth	977-2133	whitwogl@slu.edu
Sponsored Programs: Doug Leavell	977-2380	leavelld@slu.edu
Treasury and Investments: Bryan Pini	977-7161	pinibj@slu.edu

Updated 12/17/08

Saint Louis University
Business Manager Meeting

June 16, 2005

Agenda

- Meeting Overview
- Introductions
- Fr. Biondi
- Information Sharing
- Open Session
- Evaluation

Why Are We Meeting

- Strengthen the university's business practices through closer cooperation and information sharing
- Share information on new initiatives, policy and process changes
- Gather your ideas and input for future policy and process improvements
- Enhance collaborative efforts of Business Managers
- Introduce new people

Introductions

Fr. Biondi

Business and Finance Division

Business Manager Meeting
June 16, 2005

Business and Finance Leadership Team

- Purchasing (Crawford)
- Controller (Caciano)
- Financial Planning and Budget (Whitworth)
- Sponsored Programs (Leavell)
- Treasury and Investments (Pini)

Business & Finance Division

- Focused on the “big picture”
- Customer service
- Continuous process improvement
- Performance oriented
- Benchmarks and metrics
- Communication
- Transparency

Questions/Comments

Purchasing

Janice Crawford

Business Manager Meeting

June 16, 2005

Purchasing

- Janice Crawford (crawfojd@slu.edu)
  - Manager
- Lee Kneibert (kneibert@slu.edu)
  - Purchasing Agent
- Tawnya Musial (musialtc@slu.edu)
  - Purchasing Agent
- Amy Orr (orra@slu.edu)
  - Purchasing Coordinator
- LaVonnie Nettles (nettlelj@slu.edu)
  - Purchasing Assistant

Purchasing

- What we’re doing
- Expectations to move forward
- Future vision

What We're Doing

- Restructured department
- Generating purchasing partnerships
- Dissecting current processes
- Focusing on improved customer service
- Actively concentrating on two-way communication across the University

"We are here to help"

Expectations to Move Forward

- Generate cost savings (Broadlane & others)
  – Restructuring of department
  – Combine purchasing volume
  – Reduce vendor base
- Create efficiencies across the University
  – Automate processes
  – Reduce invoices & cost of payments
- Improve customer service
  – Open communication and two-way dialogue
- Increase M/WBE participation

Future Vision

- Drive cost savings through an identified set of vendors
  - Utilize Broadlane & other preferred vendors
- Implement a procurement-card program
- Team with departments – we need you
  - Use us as a resource
- Partner with minority vendors where feasible

Questions/Comments

Office of the Controller

Charlie Caciano

Business Manager Meeting
June 16, 2005

Office of the Controller Directors & Team Leaders

- Accounting & Reporting
  - Greg Haney (HaneyGK@slu.edu – 977-2463)
- Bursar
  - Jody Paterson (PatersJ@slu.edu – 977-2386)
- A/P & Travel
  - Kathy Ellis (EllisK@slu.edu - 977-3919)
  - Margaret DeBrecht (DeBrecht@slu.edu - 977-2379)
  - Mary Ann Loddeke (LoddekeM@slu.edu - 977-2391)
- Financial Services
  - Lisa Zoia (ZoiaLM@slu.edu – 977-2394)
- Payroll & Tax Compliance
  - Marsha McBride (McBride@slu.edu – 977-2383)

Mission

- Managing efficient, cost-effective operation of all University business transactional activities
  - Consistent with appropriate internal controls and requirements imposed by external agencies
- Preparing monthly, quarterly, and annual financial information and performance metrics
- Serving students & parents, faculty & staff, the administration, trustees, and external constituents

Vision / Desired Outcomes

- Proactively partnering with departments to identify opportunities for improved service
- Eliminating non-essential and/or redundant processes & streamlining back-office operations
- Positioning the University for sustainable growth

Focus

- Customer Service
- Outreach to the SLU Community
- Continuous Process Improvement

Initiatives

- Embracing a sense of ownership in customer service
  - – Staff are initiating contacts with “SLU customers”
  - – Provide ongoing Banner training opportunities
  - – Listen and learn how we can continue to improve
  - – Group problem solving with business managers
    - HSC business managers
    - Student Affairs business managers
    - Others

Initiatives

- Developing cross-functional teams
  - Accounting / HSC Finance Group / Development
  - Bursar / Student Financial Services / Registrar
  - A/P & Travel / Dept Approvers / Purchasing
  - Financial Services / Business Mgr. Community
  - Payroll / HR / User Community

Initiatives

- Serve as Liaison for Banner users & ITS
  - Provide user training
    - 800 Banner Finance users
    - 1,500 Web time entry users & approvers
    - Staff in Residence Life, Card Services, Athletics
  - Develop & update Banner frequently asked questions (FAQs) on web site
  - Improve processes (WebXtender & Notifications)

Initiatives

- Guiding the development of enhanced management information from Banner
  – Partnering with ITS
  – Developing management reports
  – Automated notification of exceptions / issues
- This is a work-in-progress
- Goal is improved & user-friendly reports

Conclusion

- Our dedicated staff is here to serve you
- View us as problem solvers for addressing departments' needs and administrative processing issues

Office of the Controller

Charlie Caciano

(CacianoC@slu.edu - 977-2991)

Questions / Comments

Planning and Budget

Gary Whitworth

Business Manager Meeting
June 16, 2005

Organization

Planning and Budget
&
Best Practices

Gary Whitworth
Director
314-977-2133
whitwogl@slu.edu

Dan Hitchell Director 314-977-2891 hitcheld@slu.edu	Angela Reeves Senior Financial Analyst 314-977-3938 reevesam@slu.edu	Linda Bantle Associate Director 314-977-3920 bantlelj@slu.edu

Primary Responsibilities

- Annual operating budget
- Multi-year forecasts
- Position control & budget revisions
- Special projects
- Capital budgets & expenditures

Most Frequently Interact with Business Managers on:

- Budget development
- Position control
- Budget revisions
- Development & review of business plans
- Capital expenditure requests

Most Frequently Interact with Business Managers on:

- New funding requests
- Enrollment worksheets & projections
- Tuition & fees
- Overhead allocations
- Special projects

Goals & Initiatives

1. Based on input from recent budget development focus groups:
   - Improve reporting for budget development
   - Develop a quick reference guide
   - Develop FAQ’s and “tips and tricks”
   - Develop additional training focused on reports

Goals & Initiatives

2. Develop leadership role with SCT for Salary Planner

   - SLU is only second University to use this product, we will be proactive in establishing the users group and interacting with SCT.
   - We have already discussed the possibility of SLU being a Beta site with SCT product developers.

Goals & Initiatives

3. Improve the Capital Budgeting Process
4. Increased emphasis on planning, particularly multi-year
5. Increased emphasis on operating performance

Increased Use of Focus Groups for:

- Position Control
- Budget Revisions
- Capital Budgeting

Questions/Comments

Best Practices Initiative

Linda Bantle

Business Manager Meeting
June 16, 2005

Goals and Objectives

- Develop new and innovative practices that enhance effectiveness, enhance efficiencies, result in cost savings or result in revenue enhancement
- Provide exemplary institutional support services, systems and infrastructure
- Renew customer confidence
- Promote an environment of increased trust and ownership; inspiring trust, cooperation and collaboration

My Role

- Coordinate the effort by:
  - Identifying best practices utilized by other organizations
  - Identifying initiatives
  - Communicating and managing the process
  - Working collaboratively with the university community
  - Assisting in promoting the culture
- Project implementation (lead, support or facilitate)

Business Manager's Role

- Actively participate in the initiative and assist in promoting a culture of best practices
- Identify process improvements, potential savings and revenue enhancements
- Participate in advisory focus groups (sign-up sheet)
- Assist in implementing initiatives

Priorities

- Sixteen items initially identified on Best Practices Web Site (slu.edu/bestpractices)
- Top five projects
  - Travel
  - Purchasing
  - Budget process
  - Capital budget process
  - Review internal service providers

Travel Initiative

Redesign University travel operations with the goal of obtaining more *competitive pricing* through corporate rates and of *streamlining processes* from initial booking to expense reporting.

Travel Initiative

- Dedicated travel agency
  - Selected New Agency -American Express Travel Services (effective September 2005)
  - On-line booking (with integrated policy and pre-approvals)
  - Dedicated agent for SLU
- Revise Policy
  - Working with focus group of business managers

Travel Initiative

- Corporate Rates through preferred vendors
  – Airline, Car Rental, and Hotels
- Corporate Travel Card through Amex
  – Significantly reduces cash advances, prepaid expenses and out of pocket expenses by employees
- Electronic Expense Reporting
  – Streamlines processing by eliminating manual reports, approvals, audits, and data keying
  – Fax imaging receipts eliminates paper

Questions/Comments

Sponsored Programs

Dan Miller

Business Manager Meeting
June 16, 2005

Sponsored Programs

- Doug Leavell – Director

  leavelld@slu.edu (977-2380)
- Dan Miller-Coordinator Sponsored Program Compliance

  millerd3@slu.edu (977-2504)
- Loretta Edwards - Grant Accountant

  edwardsl@slu.edu (977-2390)
- Elizabeth Ballman – Grant Accountant

  ballmane@slu.edu (977-2398)

What do we do?

- Post Award Administration
  - Account Set-up
  - Expense Review
  - Financial Reporting and Billing
- Post Award Compliance Issues
  - Effort Reporting
  - Quarterly Certification of Expenses
  - A-21, A-110, A-133
- General Consulting and Rules Interpretation
  - Cost Allowability on Proposal Budgets
  - Administrative Requirements

Vision

- Our mission is to provide consistent and high quality financial stewardship, policy interpretation and compliance assurance to the University's research community and the sponsoring agencies.
- We are the primary source for interpretation of relevant rules, regulations and laws governing incurring, reimbursing and reporting costs under sponsored-research agreements.
- We are a service organization with a commitment to achieving and maintaining the highest standards of quality and proficiency.

Initiatives

- Process improvements
  - Participation in Dean Brennan’s Research Administration Assessment Project
  - University-wide Electronic Research Administration (eRA) Task Force
  - Decrease processing time for account set-up and financial reporting
- Compliance
  - Effort Reporting
  - Quarterly Certification of Expenses

Questions/Comments

Treasury Department

Bryan Pini

Business Manager Meeting

June 16, 2005

Agenda

- Treasury Staff
- Responsibilities:
  - Managing Investments
  - Issuing Debt
  - Optimizing Cash Activity
- Objectives:
  - Identify the Objective
  - Keys to Success
- Initiatives

Treasury Staff

• Bryan Pini	Treasurer
• Tim Kavanaugh	Assistant Treasurer
• Mindy Fenton	Financial Analyst
• Paula Montgomery	Accounting Assistant
• Tonya Gallina	Administrative Clerk

Managing Investments

- Maximize Return of Endowments
- Process Gifts with Donors
- Support Charitable Giving Programs

Issuing Debt

- Construction Projects
- Acquisitions
- Capital Purchases - “Lease vs. Buy”

Optimizing Cash Activity

- Maximize Banking Relationships:
  – Improve Services & Lower Fees
- Receipt of Funds:
  – Service Cash, Checks, Credit Cards
- Disbursement of Funds:
  – Initiate Wires & ACH’s
  – Distribute Checks

Identify the Objective

- Maintain “Balance”:
  - Maximum Process Efficiency and Customer Service;
  - Strong System of Internal Controls;
  - Reasonable Cost Structure.

Keys to Success

- Interdepartmental Partnerships:
  - Knowledge of Department Processes
  - Treasury Background and Expertise
  - Open Line of Communication
- Strong Vendor Relationships:
  - Customer Service
  - Technical Expertise

Initiatives

- Working with Departments:
  - Credit Card Processing
  - Cash Collection Points
  - Other Operating Efficiencies
- “Lease vs. Buy” Decisions
- Treasury Disbursement Procedures

Questions/Comments

Open Session