Business and Finance Division
SAINT LOUIS UNIVERSITY

AGENDA

SLU Business Manager Meeting
May 10, 2007
Busch Student Center room 172
9:00a.m.-10:30a.m.

1) Meeting Overview/Announcements: Linda Pizzo (10 minutes)
   - Sign in Sheet
   - Final meeting for FY2007, June 14 in Medical School Lecture Hall A

2) Vacation Payout Confirmations: Marsha McBride (5 minutes)

3) Review of Business Manager Development Program Draft: Linda Pizzo, Karen Drake and Business Manager Development Team
   - Program Overview (15 minutes)
   - Small Group Discussion (45 minutes)
   - Wrap Up (15 minutes)

10:30am – 11:00am

- Business and Finance staff will be available after the meeting to answer any specific departmental questions

Business Manager Meeting

Minutes of the Meeting of May 10, 2007

Meeting minutes of the Saint Louis University Business Managers held at 9:00 a.m. on Thursday, May 10, 2007 in the Busch Student Center room 172.

Business & Finance Staff Present:

Stacey Barfield	Vicki Cassady	Mary Drexl	Sharon Gajewski
Dale Goode	Greg Haney	Jeff Hovey	Lee Kneibert
Marsha McBride	Tom Meadows	Tawnya Musial	Linda Pizzo
Jackie Siebert	Gary Whitworth	Lisa Zoia	

HR Staff Present:

Bobbi Counts-Kyser	Karen Drake	Jennifer Haegele

Number of Business Managers Present: 63

Linda Pizzo welcomed everyone to the meeting and asked anyone who was attending for the first time to introduce themselves. Jaqueline Jackson from Public Safety introduced herself to the group. The meeting was set up for a roundtable discussion with 9 tables of Business Manager's assembled. Next month's meeting will be held on June 14 at the HSC Campus, Medical School, Lecture Hall A. Please check the meeting schedule for the location of all future meetings.

Linda reminded the managers and members of Business and Finance to remain after the meeting to answer questions the business managers might have.

Vacation Payout Confirmations – Marsha McBride reviewed the procedure for terminated employees to receive their final paycheck. Marsha reminded the managers to have employees make certain their home address information is up to date in Banner Self Service because the final check is *mailed* to whatever address is listed for the employee in Self Service. Supervisors will receive an email asking them to confirm the vacation balance of the terminated employee. A response must be sent to payroll before the final check can be cut. If you have any questions regarding the final paycheck, please contact Payroll Services. Details on this procedure can be found in What's New, under Controller.

Tawnya Musial from Business Services announced the Electronic Recyclable program has had a tremendous response with nearly double the amount of electronics expected to be picked up this year. Tawnya reminded the managers that the University's remote locations would be the last areas picked up.

Review of the Business Manager Development Program Draft – Linda Pizzo gave a brief overview on what the Business Manager Development Team had been working on and what today's program would cover. Karen Drake gave a presentation on Business Manager Training and Development and Bobbi-Counts Kysar reviewed the proposed SLU Competency Model for Business Managers. After the presentations, each table began a discussion on the ideas presented by Linda, Karen and Bobbi. After 30 to 40 minutes, each table had one team member stand and give feedback on the various Development & Training suggestions.

Here are the key thoughts:

Competency Model
- Provide a list of suggested questions during the interview process to weed out weak candidates.

- Will HR provide managers with a list of questions to use during interviews that help measure traits for the personal credibility section?
- Add "fostering relationships, team building and productivity" to the KSA's
- Add "multi-tasking" and emphasize "Other Duties as Assigned" to the job description.
- Who is responsible for approving the competency model?
- What are the implications for non-compliance?
- Who will assess skills?
- Who will be screening the applicants for the competency model?

Training Opportunities and Resources
- Add a training session on the hiring process.
- Provide an annual or semi annual refresher course to review all of the process changes implemented during that timeframe.
- Open up the Certificate Program to all (it is).
- Allow managers to "test out" of parts of the Certificate program. (this is the plan)
- The two-day orientation session, should happen on consecutive days.
- Add regulatory compliance to the certificate program.
- Have training sessions at both ends of campus, not all at Salus Center.
- Provide training materials prior to training sessions.
- Provide on-line tutorial sessions.
- Have a standards list of required computer access for business managers.
- Mentoring new business managers is a good idea, but can it be voluntary?

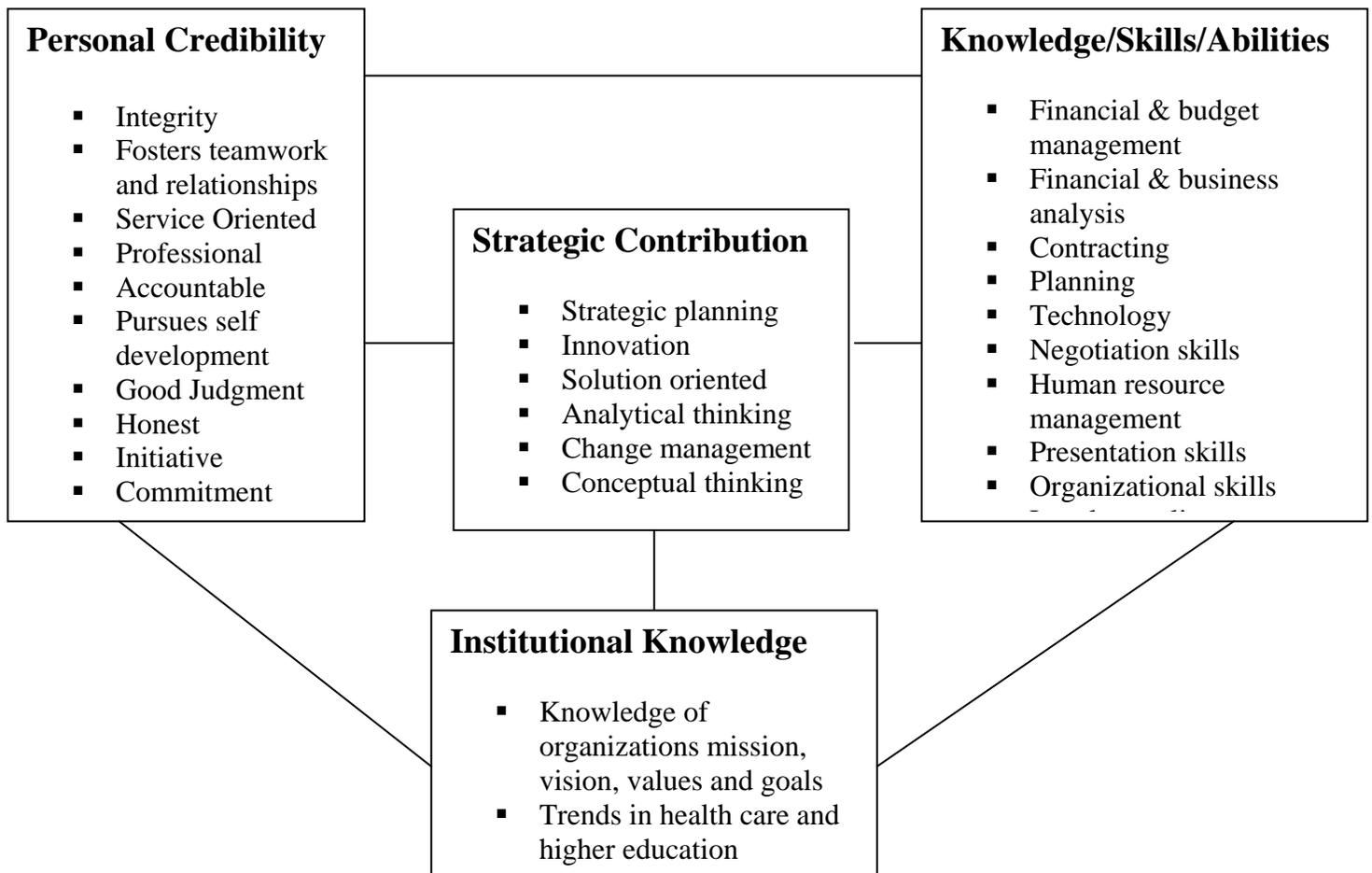After each group shared their key thoughts, Linda Pizzo adjourned the meeting.

The meeting ended at 10:40 a.m.

Minutes respectfully submitted by Mary Drexl.

Business Manager Competency Model

Saint Louis University is committed to helping Business Managers acquire the knowledge, skills and abilities that will allow them to excel in their roles. As part of the vision elements of becoming a "culture of high performance", a Business Manager Competency Model has been developed and is intended to cultivate a group of highly talented and motivated Business Managers at Saint Louis University. In addition, the model will further enhance collaborative efforts and business practices University wide.

For individual Business Managers, the competencies provide opportunity for growth and development. In addition, the model will foster communication between you and your supervisor. For the University, the competencies provide a useful tool for communicating the expectations of the University.

Personal Credibility

- Integrity
- Fosters teamwork and relationships
- Service Oriented
- Professional
- Accountable
- Pursues self development
- Good Judgment
- Honest
- Initiative
- Commitment

Strategic Contribution

- Strategic planning
- Innovation
- Solution oriented
- Analytical thinking
- Change management
- Conceptual thinking

Knowledge/Skills/Abilities

- Financial & budget management
- Financial & business analysis
- Contracting
- Planning
- Technology
- Negotiation skills
- Human resource management
- Presentation skills
- Organizational skills

Institutional Knowledge

- Knowledge of organizations mission, vision, values and goals
- Trends in health care and higher education

<div align="center">

Concept Draft for Discussion
Business Management Learning Opportunities and Resources

</div>

As part of Saint Louis University's commitment to establish a 'culture of high performance', appropriate resources and learning opportunities will be provided to help Business Managers be successful in their role.

Learning Opportunities

Business Management Training Sessions
Several Business Management Training Sessions are available for business managers and other individuals responsible for business processes. These sessions are provided in a variety of delivery modes including e-learning and application/practice based approaches.

Business Management Development Certificate Program
The certificate program recognizes the completion of a core set of business management training sessions which provide the base of information and knowledge required for business manager's to successfully apply business practices at Saint Louis University. The program is required for the lead Business Manager in each unit and encouraged for other individuals responsible for business processes.

Business Management Mentorship Program
This program provides opportunities for the new and developing business manager to partner with an experienced business manager to help them successfully apply Saint Louis University business practices. The program will also provide opportunities for networking with peers and functional area experts.

"Ask the Expert" Panel Discussions
These sessions are provided as an extension to the Business Management Training Sessions. A panel of "experts" from both the functional and user perspectives will be on hand to address more in depth and complex questions and issues for various business practices.

Business Processes Electronic Manual

In a time of continuing changes and enhancements to our business processes, we recognize the need for a current and comprehensive resource to assist business managers in fulfilling University business practices. This web based manual provides a one-stop resource for each business process providing all the information necessary to successfully complete the process.

Business Calendar

This web based calendar provides business managers with a comprehensive view of all business related activities and events at Saint Louis University.

Concept Draft for Discussion
Business Management Development Certificate Program

The Business Management Development Certificate Program recognizes the completion of a core set of business management training sessions which provide the base of information and knowledge required for business managers to successfully apply business practices at Saint Louis University. The program will be used to provide an avenue for improvement, growth, and development to all Business Managers. The program will also be used as a development plan to ensure that all Business Managers have the information and knowledge required to be successful in their role.

- **Why was the program created?**
  The program was created to promote a culture of high performance (one of the University's five vision elements) by providing Business Managers with a high level overview of functional areas, policies and business processes within Saint Louis University.

- **Who is required to attend the program?**
  It is proposed that the program be required for the lead Business Managers in each unit. In the non-academic areas this would include the Business Manager at the Vice President level. In the academic areas this would include the Business Manager at the school level, except for the School of Medicine, in which case one Business Manager from each department, such as Internal Medicine, would be required to attend. However, the sessions are open to everyone and other personnel responsible for business processes, such as Administrative Assistants, Financial Coordinators, Financial Analysts, etc. are encouraged to attend any or all sessions that are applicable to their duties and responsibilities.

- **Required sessions for all Business Managers include:**
  - Administrative Overview (2 day training)
  - Accounts Payable, Invoices, WebXtender (new)
  - American Express and Trip ID
  - Banner Access/Banner HR Basics
  - Budget Cycle (Salary Planner & Budget Development)
  - Budget Management (position control, budget revisions, variance analysis) (new)
  - Electronic Personnel Action Forms (EPAF)
  - Internet Native Banner Requisitioning
  - Internet Native Banner and Self Service Banner Inquiry
  - Procurement Card
  - Purchasing (vendors, bidding, and contracts) (new)
  - Time Reporting and Changes (new)
  - WebFocus

  - **Additional sessions under consideration are:**
    - Research Administration
    - Contract Management
    - Legal Compliance

  Session requirements will be fulfilled upon successful completion of a knowledge based assessment.

Session Descriptions

Accounts Payable, Invoices, WebXtender

Administrative Overview
This session is for all employees who are involved in business processes. The session will include a high level overview of functional areas, policies, and business processes across the University.

American Express and Trip ID
This session is for employees who travel on behalf of Saint Louis University and for those employees who are responsible for arranging travel reservations on behalf of other travelers. The session will include an overview of the revised Travel Policy and Procedures. Participants will learn how to access the AXO on-line booking tool for travel reservations, create a travel profile, and obtain the pre-trip travel authorization needed for reimbursement. Please contact Sharon Gajewski at 977-2400 for additional information.

Banner Access/Banner HR Basics
This hands-on session is designed to provide departmental users that are authorized to view employee data with an overview of the Human Resources section of the Internet Native Banner (INB) system. Participants will learn about various forms available in the INB system to look up information including employment detail, position information, job detail, and professional development attendance. In addition, navigation tips will be provided and participants will set up a personalized "My Banner" menu tailored to individual needs for the INB system.

Budget Cycle
This session is for all employees responsible for preparing the annual budget in Salary Planner and Finance Budget Development. Participants will learn to enter personnel salary changes and labor distribution in addition to downloading salary scenarios to a spreadsheet from Salary Planner. Participants will also learn how to create a budget worksheet, become familiar with personnel account codes, and use the WebFocus Dashboard to run balancing reports.

Budget Management
This session is for employees responsible for managing a unit budget. Participants will learn the University guidelines for budget management, become familiar with the tools and reports available to assist in managing salary and expense budgets, and how to process a budget revision.

Electronic Personnel Action Forms (EPAF) and Approvals
This session is for all employees responsible for initiating and approving electronic personnel actions: hiring new employees, processing pay changes, ending assignments, separations, and changing labor distribution. Employees must have Internet Native Banner (INB) access before taking this course.

Internet Native Banner Requisitioning
This hands-on session is for employees who are responsible for creating requisitions in Banner Finance. Participants will learn basic Banner navigation in the process of creating sample requisitions. Employees must have Internet Native Banner (INB) Finance access before taking this course. Please contact Lisa Zoia at 977-2394 for additional information.

Internet Native Banner and Self Service Banner Inquiry
This hands-on session is for employees who are authorized to view Banner Finance transaction data. Participants will learn how to perform budget, fund balance, and encumbrance queries, view document information, and approve requisitions and invoices (if applicable) in Self Service Banner. Users will also learn about various forms available in Internet Native Banner for viewing fund summary, transaction, and encumbrance detail. Employees must have Internet Native Banner (INB) and Self Service Banner (SSB) Finance access before taking this course. Please contact Lisa Zoia at 977-2394 for additional information.

Procurement Card
This session is geared toward new P-card reviewers and approvers but current card holders may also attend as a refresher for the reconciliation tool. The session offers an overview of card usage, instruction on reviewer use of the reconciliation tool and instruction on approver use of the reconciliation tool. This training is offered on an as-needed basis and is scheduled based on new card requests. Contact Lori Myers, lmyers7@slu.edu, for additional information.

Purchasing
This session will provide employees with an overview of business services, particularly the procurement function. University policies and guidelines will be explained for those who are involved with any type of purchasing. Participants will learn more about 1) the procurement website 2) preferred vendors, exclusive vendors, minority vendors, and the vendor listing 3) Master Vendor Forms 4) contract authorization 5) competitive bidding and sole source justification.

Users will also learn where to place notes and internal comments within the requisition form, and what type of comments assist purchasing with requisition processing.

Time Reporting and Changes
This session is designed for designated Time Approvers. It will provide information on Approver responsibilities regarding Time Approvals and University Policy. Participants will learn how to set up or have changes made to approval queues, how to report, review and approve timesheets in Banner Self Service and Internet Native Banner, and how to report changes after the pay cycle has been completed.

WebFocus (Finance)
This hands-on session is for employees who are authorized to retrieve Banner Finance month end reports, and other ad hoc financial reports. Employees must have Banner Finance WebFocus access before taking this course. Please contact Lisa Zoia at 977-2394 for additional information.

Saint Louis University
Business Manager Administrative Overview
Objectives

- To provide a high level overview of functional areas, policies and business processes
- To ensure all Business Managers have the information and knowledge required to be successful in their role
- To reduce the stress and uncertainty regarding business processes throughout the University

Topics for Day 1
- Organizational structure of Business & Finance and function of each department   - Overview of Business & Finance webpage   - Overview of policies and procedures   - Overview of systems, the function of each, and how to obtain access
- Purchasing/Accounts Payable/Financial Services   - Preferred and exclusive vendors, new vendor process, bidding process, contract review   - Procurement card   - Internet Native Banner Requisitioning   - Direct Payment Vouchers   - Standard Services Agreement   - Invoices and WebXtender
- Travel   - American Express and Trip ID   - Pre-paid process   - Travel & Entertainment card   - Expense reimbursement (E-TERV)   - Business & Entertainment Expense Voucher
- Accounting/Treasury   - Fund maintenance   - Inter-Departmental Order and Transaction Correction   - Capital equipment   - Deposits/credit card acceptance/gifts
- Reporting   - Internet Native Banner and Self Service Inquiry   - WebFocus
- Budget   - Budget cycle (Salary Planner & Budget Development)   - Budget management   - New business initiatives   - Capital budget
Wrap up and evaluation

Topics for Day 2

- Human Resources/Payroll
  - Overview of policies and procedures
  - Employment hiring process/PeopleAdmin
  - HRIS
    - Banner access/Banner HR basics
    - Electronic Personnel Action Form (EPAF)
    - Reports
  - Payroll
    - Time reporting and changes
    - Additive Pay
    - Labor Expense Redistribution

- Information Technology Services
  - System access (new employees and terminations)
  - Purchasing computer hardware and software
  - Free software available
  - Helpdesk
  - Telephone Services

- Facilities Management
  - Maintenance requests
  - Project requests
  - Space Management
  - Mail & Distribution Services (office moves, record storage)
  - Parking & Card Services (coupons, tokens)
  - Transportation Services (van rentals)
  - Public Safety

- Risk Management/General Counsel
  - Reporting issues/claims
  - Liability Insurance
  - Contracting

- Research Office
  - Adhering to University policies and Federal regulations
  - Pre-award
  - Post-award grant administration
  - Personnel (hiring/paying)
- Research Compliance
  - IRB (Human Subject Protection)
  - Animal Care
  - Environmental Safety
  - Conflict of Interest

- Wrap up and evaluation

The Electronic Manual is being created to assist Business Managers in their role by outlining business processes from beginning to end. Each business process listed below will have the following categories:

- Purpose of the process
- Link to the form/source document
- Instructions for completing the form
- Outlined process flow
- Related policy, guidelines, and required documentation
- Instructions relating to data, queries and reports to manage the process
- Key contact person
- Checklist to assist business managers in their review for policy compliance and troubleshooting issues

The primary business processes are:
- Additive Pay
- Budget Revision
- Business and Entertainment Expense Voucher (BEEV)
- Deposit of Funds
- Direct Payment Voucher (DPV)
- Electronic Personnel Action Form (EPAF)
- Electronic Travel Expense Reimbursement Voucher (E-TERV)
- Employee Requisition Form (PeopleAdmin)
- Inter-Departmental Order (IDO)
- Labor Expense Redistribution
- Procurement Card Reconciliation
- Purchase Requisition
- Time Reporting and Changes
- Transaction Correction
- Travel Advance/Prepaid Expense Request

Business Manager Development and Training Program

Business Manager Meeting
May 10, 2007

SAINT LOUIS
UNIVERSITY

Overview

- Background
- Why a Competency Model
- Proposed Model at SLU
- Business Management Learning Opportunities and Resources
- Group Discussions

SAINT LOUIS
UNIVERSITY

Background

- Business Manager Development and Training Team has solicited input through:
  - a **business manager competency survey** answered by University leaders, business managers and functional areas that work directly with business managers.
  - **focus group discussions** with business managers identified as successful in the competency survey mentioned above.

- Training, documentation and service needs were also identified through this feedback and through discussions with the functional areas.

3

Background

- The information was compiled and from this effort the team has formulated core elements of a development and training program which includes proposed learning opportunities, resources, and a competency model.

- While the team considers these elements to be directly reflective of the information gathered, we are asking you to affirm what is needed for you to be successful in your job through this small group exercise.

SLU's Leadership Expectations

- Everyone in a leadership position must direct work efficiently and effectively to carry out the mission of the SLU.

- Although units perform their work in different ways, and we have leaders with greatly different styles of leadership, there are common expectations for all leaders.

- These expectations serve to guide your leadership, assist in establishing goals for the organization, and to review your/your team's performance compared to goals/expectations.

Self-Awareness: Understanding your strengths, weaknesses, values, and world view

Ingenuity: Confidently innovating and adapting to a changing world

Love: Engaging others with a positive attitude that unlocks their potential

Heroism: Energizing yourself and others with heroic ambition and a passion for excellence

5

SAINT LOUIS
UNIVERSITY

Why a Competency Model?

- **Competency-**knowledge, skills, abilities (KSAs), personal characteristics and other person-based factors that help distinguish superior from average performance under specified circumstances

- **Competencies are:**
  - Aligned with key business objectives/values to help foster success of the organization
  - Linked to the work (current or future), business/technical domains (narrow or broad), or other focal points (teams), always with emphasis on the employee
  - Used for hiring & placement, training & development, performance management & compensation
  - Assessed through demonstration, testing, interviews, 360° feedback
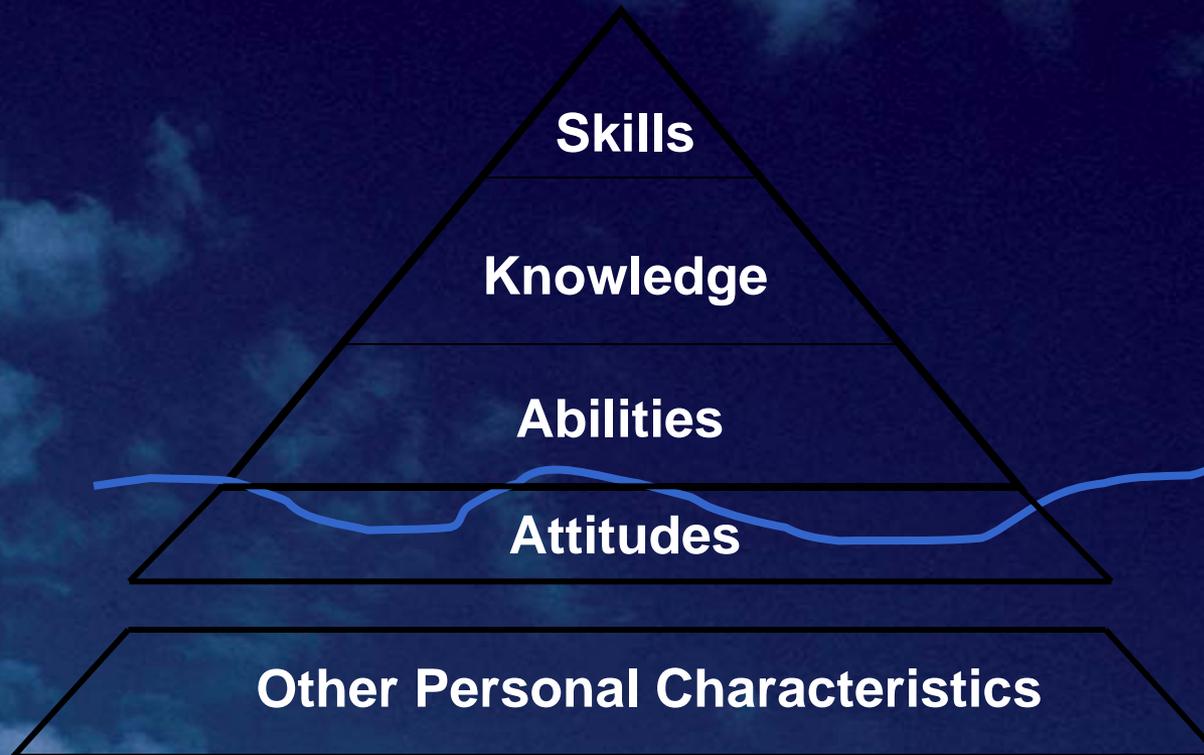
6

SAINT LOUIS
UNIVERSITY

Personal Credibility

- Integrity
- Fosters teamwork and relationships
- Service Oriented
- Professional
- Accountable
- Pursues self development
- Good Judgment
- Honest
- Initiative
- Commitment
- Achieves results

Strategic Contribution

- Strategic planning
- Innovation
- Solution oriented
- Analytical thinking
- Change management
- Conceptual thinking

Knowledge/Skills/Abilities

- Financial & budget management
- Financial & business analysis
- Contracting
- Planning
- Technology
- Negotiation skills
- Human resource management
- Presentation skills
- Organizational skills
- Legal compliance
- Communication skills

Institutional Knowledge

- Knowledge of organizations mission, vision, values and goals
- Trends in health care and higher education

Proposed Learning Opportunities and Resource Components

- Training Sessions
- Certificate Program
- Mentorship Program
- "Ask the Expert" Panel Discussions
- Business Processes Electronic Manual
- Business Calendar

SAINT LOUIS UNIVERSITY

Group Discussion

- Groups
- Ground Rules
  - Please speak one person at a time and speak in the "I" voice.
  - We want to hear from everyone during the course of our discussion.
  - Please no side conversations.
  - There are no right or wrong answers, just different perspectives and opinions. Please make sure to voice your opinion and stand up for it.
- Scribe
- Timeline
- Sharing of Group Thoughts

10

SAINT LOUIS UNIVERSITY