University of the Pacific Business & Finance Division Retreat

McGeorge School of Law
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Controller’s Office Presentation

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Review of Controller’s Office FY 2009 Goals

- Clarify mission, vision, and goals to support Pacific Rising and the University’s Strategic Action Plan
- Evaluate current Controller’s Office operations and effectiveness in view of the Strategic Action Plan
- Complete the external audit, NCAA audit, A-133 audit and IRS form 990 filing and support Internal Audit projects as needed
- Learn and leverage the Banner information system to better meet University-wide reporting and processing needs
  - Foster a collaborative work environment that rewards innovation and teamwork and enables continuous improvement and learning
- Continue to enhance and streamline business processes across the three campuses to improve efficiency and effectiveness
  - Measure results
Clarify Mission, Vision, and Goals to Support Pacific Rising and the University’s Strategic Action Plan

Continuing based on administrative success criteria identified by Cabinet during FY 2009, including:

- **Accountability**: The degree of institutional accountability to external agencies and internal strategic priorities required as an important part of successful operation—i.e., the mitigation of Pacific’s exposure to business risks

- **Effective Internal Controls**: The need for separation of duties and independence of functions to ensure meeting strategic, financial reporting, operational and compliance objectives

- **Integrity**: Administrative process integrity in relation to government regulations and guidelines of the profession and the honest reflection of the business operations

- **Consistency**: Consistency of university policy and practice based on fairness, institutional mission, and best/good practice

- **Expertise**: Expertise required (based on accomplishment, experience, training, and/or the number of trained professional staff)

- **Cost**: Cost efficiencies through shared resources, contractual agreements, and best practices
Evaluate Current Controller’s Office Operations and Effectiveness in View of Pacific Rising Strategic Action Plan

- **FY 2009--a transitional year**: change in department leadership and substantial changes in environmental factors, including new regulations, compliance, and reporting matters affecting Pacific (e.g., the new 990)
- **Information gathering and sharing**: via internal and external meetings, audits, tax preparation, committee participation, research, conferences, review of historical reports and planning information
- **Evaluation of needs**: review of success criteria and Pacific Rising Strategic Plan as well as key reporting, financial, and administrative requirements; weigh against internal strengths and weaknesses
- **Functional alignment to needs**: Consider the alignment of responsibilities and functions within the Controller’s Office in view of information
- **Clarify responsibilities and contributions necessary to collective success**: Now concluding the development of new job descriptions for all positions to better reflect the responsibilities of the Department and facilitate staff development plans and goal setting. Working with Audrey Goodell and Bob Murta to identify opportunities for further collaboration and streamlining of fiscal operations.
Complete the external audit, NCAA audit, A-133 audit and IRS form 990 filing and support Internal Audit projects

During the year, the Controller’s Office completed:

- Annual IRS 990 and 990-T reports, including development of a new process for Board of Regents review prior to filing. Also presented the new 990 requirements for fiscal 2010 at the January Board and Audit Committee meetings.
- The annual external financial statement audit (KPMG).
- The annual OMB A-133 audit report (KPMG).
- The NCAA agreed-upon procedures review (KPMG) & EADA Reporting.
- “Consent” audit (KPMG, update to 6/30/08 report for purposes of bond issue).
- Federal Indirect Cost Proposal to DHHS.
- Annual W-2 reporting.
Complete the external audit, NCAA audit, A-133 audit and IRS form 990 filing and support Internal Audit projects (Continued)

- Annual 1099 reporting
- Supporting financial information for WASC reporting
- The annual Department of Education EZ Audit report
- Annual National Science Foundation research survey
- Integrated Postsecondary Education Data System (IPEDS) reporting
- Sales and use tax filings (and updates to tax rates)
- Work (ongoing) related to multiple Internal Audit reports and initiatives, including:
  - Procard and Expense Reimbursement
  - Athletics trade agreements
  - Signature authority policies and practices
  - Payroll audit
  - Other matters/audits as needed
**Leverage the Banner System to Better Meet University-wide Reporting and Processing Needs**

Controller’s Office team has been actively involved this year in campus-wide Banner and other OIT-related initiatives and committees, including:

- **Information Strategy and Policy Committee** – representing Business & Finance Division interests in University-wide information technology strategic initiatives and investments
- **Enterprise Business Partners Committee** – informing business applications development efforts
- **Data Stewards Committee** – helping to ensure University-wide data standards
- **Banner 8 Steering Committee** – Working with OIT and others to prepare for the upgrade to Banner 8 late in 2009

This work is informing planning for the next year +, including recommendations for the Chart of Accounts and other modules available for Banner
Leverage the Banner System to Better Meet University-Wide Reporting and Processing Needs (continued)

During the year, preliminary thoughts on enhancing Banner functionality have been discussed with OIT and within Business & Finance; working to incorporate ideas into long-range planning.

Development of Microsoft Office expertise throughout the Controller’s Office, especially Excel, is a high priority to assist us in addressing some of the current Banner reporting limitations while also providing professional development opportunities.
Continue to enhance and streamline business processes across the three campuses to improve efficiency and effectiveness

- Working with Bob Murta & Audrey Goodell to meet quarterly as a team re: three-campus fiscal operations

- Working to provide more three-campus training on issues key to overall goals. This year, over 40 individuals participated in an all-day three-campus training on 1099/Independent Contractor reporting and Sales & Use Taxes

- Assisting as needed with San Francisco and Sacramento operations when appropriate, e.g., clinic management system negotiations, other contracts, and ongoing operational/financial administration questions

- Assessing internal controls and business processes across the three campuses to identify opportunities for increases effectiveness/efficiency
Goals for Fiscal 2010

- Finalize Controller’s Office organization, goals and staff development plans
- Complete annual reporting requirements (audits, tax, etc.)
- Develop more detailed plans for enhancing Banner and other systems to facilitate efficient, effective financial management and reporting
- Develop long-term plan for quarterly fiscal closing
- Assist in development of University-wide standards for contracts and grants and related reporting
- Update Business Policies and Procedures and enhance the usability of the Controller’s Office website; work toward University standard policy documentation
Goals for Fiscal 2010 (continued)

- Hire Tax & Compliance Analyst and fully integrate IRS 990 management and reporting into regular work of the department.

- Continue to advance the coordination and quality of business processes across the University’s three campuses.

- Remodel the Finance Center to accommodate improved and more integrated workspaces, with privacy for areas such as Payroll.

- Respond to Internal Audit recommendations.

- Improve internal training and development for CO staff in technology and policies/professional guidance (e.g., GAAP, etc.).

- Further define Balanced Scorecard measures for the Controller’s Office and expand to include statistics for all three campuses to inform collaboration.

- Pay the bills and make the payroll 😊!
Questions?