

**UAA Administrative Review Questionnaire – Spring 2020**  
Financial Services

**1. What are the core functions of your unit that are funded in Fund 1 (i.e. Fund 104110)? (Bullet point list is preferred. No more than one-page, please.)**

*a. Bursar's Office (Accounting Services)*

- i. A/R provides accounts receivable, student disbursements, collections and general accounting and cash management support to UAA.*
- ii. Cashiering: Accept and process student and agency payments, departmental deposits, petty cash refunds, cash handling and cash management training for UAA departments. Post deferred university charges to student accounts such as application for admission fees, orientation, testing, international health insurance fees, etc. Provide customer service to students and the university community, issue Wolfcards and accept Wolfbucks deposits, receive and initiate processing of private scholarships. Receive, research, and validate all credit card chargebacks for Anchorage campus. The Cashiering Office is the only Anchorage campus department that may communicate and facilitate all cash deposits to the FNBA UAA Account.*
- iii. Collections: Customer service to students and university community regarding student account status, miscellaneous and department billing, facilitate student payment plans, PFD garnishment and third party collection and uncollectible debt write-off.*
- iv. Disbursements: Disburse federal, state and private aid in excess of institutional charges, process student refunds/overpayments via check, direct deposit and credit cards, process disbursements of various agency funding including VA and multiple other agencies (Voc Rehab, Anchorage School District, Department of Defense, Native corporations, State of Alaska, etc), customer service to students, departments, agencies and donors. Post private scholarships to student accounts.*
- v. Provide federally required separation of duties and accountability for Federal Financial aid in coordination with Financial Aid Office*
- vi. From creation to assessment we manage all tuition, course fee, and student fee detail codes and updates for UAA Anchorage campus (FY 19 Tuition ~\$60.5M, Fees of ~\$15.4M).*
- vii. Train departments on correct usages of tuition and fees, per BOR policies.*
- viii. Provide cash handling and management support to Anchorage campus.*
- ix. Process private scholarships (since 2/20/18, ~\$10M)*
- x. Balance sheet account reconciliation per SW policies*

*b. Accounts Payable*

- i. *Timely Processing of payments to vendors, including contractors and utilities.*
  - ii. *Process employee travel and non-travel reimbursements*
  - iii. *Administer Travel Card Program (~414 Active UAA Travel Card Holders)*
  - iv. *Audit travel documents and expense reports*
  - v. *Verify correctness and reliability of accounting data.*
  - vi. *Non-resident alien tax reporting*
  - vii. *Ensure accurate tax files for 1099 reporting purposes*
  - viii. *Escheatment process for unclaimed property.*
  - ix. *Ensure adherence to applicable laws and regulations (i.e. IRS, Board of Regents policies, etc).*
- c. *Financial Systems*
- i. *Provide Financial training & support to UAA staff/faculty, including community campuses.*
  - ii. *Provide Financial reports and reporting assistance, including monthly management reports.*
  - iii. *Act as Banner Finance security coordinator for UAA and community campuses.*
  - iv. *Administer ID Card (Wolfcard) program for UAA and community campuses, provide technical support for UAA, UAF and UAS campuses.*
  - v. *Administer Point of Sale (Sequoia) system for UAA. Provide technical support for UAS campus*
  - vi. *Provide support for credit card (Touchnet) payments for UAA and community campuses, including e-Commerce assistance.*
  - vii. *Ensure adherence to PCI Compliance regulations for UAA campus, including ~40 Merchant IDs*
  - viii. *Reconcile UAA Depository account (~\$189M FY19) to safeguard UAA's assets. Reconcile general ledger balance sheet accounts, according to Generally Accepted Accounting Practices.*

**2. If one or more of these functions was reduced or discontinued, what would be the impact on: (Not all elements may be relevant for your unit. Only address relevant items.)**

- a. *More students persisting and completing educational goals?*
  - i. *Disbursement of Financial Aid refunds would risk being out of compliance with Federal requirement which is within 14 days. Posting and disbursement of private donor scholarships (i.e. getting funds into the hands of students when needed).*
- b. *Supporting overall student, faculty and staff success in meeting UAA's mission?*
  - i. *Support & training for all levels of Banner Finance users to ensure consistent processes and reporting would suffer.*

- ii. *Non-timely payments can result in significant fines and penalties, and hardship for employees.*
      - c. Impacts to UAA's reputation, and ability to attract and retain students and/or external support?
        - i. *Federal Financial Aid requires the university to be administratively capable of administering financial aid.*
          - 1. *UAA's reputation and accreditation status may be affected by the university being deemed not administratively capable.*
        - ii. *UAAs reputation amongst private donors and government entities would be impacted by our inability to receive and process private donor scholarship and third party sponsorship payments accurately and timely to student accounts.*
3. **Identify measures and targets used to monitor the impact of functions on each of the above (not all elements may be relevant for your unit, only address relevant items).**
  - a. *Private Scholarship checks disbursed since 2/20/18 - \$10,144,371*
  - b. *Cash and Check payments processed since 2/20/18 - \$32,786,758*
  - c. *Calls processed in Bursar's Office since 2/20/18 - 26,387*
  - d. *A/P - 19,478 invoices processed totalling ~\$65M in FY19, ~\$59M in FY18*
  - e. *1170 in person consultations for Collections and Disbursements in FY19*
4. What improvements have been achieved over the last five years?
  - a. *Ongoing collaboration and communication with the UAS and UAF Bursar Offices*
  - b. *System-wide A/R Processes (Banner setup procedures) that have a direct effect on Student billing and tax reporting.*
  - c. *Utilizing OnBase to digitize and track records, thereby eliminating physical document storage space and adding efficiency in retrieving documents.*
    - i. *Onbase allows departments to access records directly.*
5. What efforts have your unit made to improve efficiencies and reduce costs? What was the result?
  - a. *Eliminated full time OnBase position, rolling function into Financial Systems position.*
  - b. *Saved ~\$1M in credit card fees by passing credit card service fee on to credit card users.*
  - c. *Ceased mailing paper bills, saving labor time and mailing costs \$105K since FY15.*
  - d. *Automated electronic billing portal for third party sponsorships.*
  - e. *Supported consolidated student fee model which will result in significant process efficiencies in fee assessment if approved.*
  - f. *Moved tuition and fee set up process to Bursar's Office, reducing 1 FTE*
  - g. *Combined the Agency/Student Account Sponsorship function with the Disbursement function, reducing 1 FTE*

- h. *Moved most departments taking online payments to a single payment processor-Touchnet.*
  - i. *Continued to promote direct deposit for student accounts, eliminating a great number of paper checks (which required mailing)*
  - j. *Merged the Wolfcard function into the cashiering office, deleting the Wolfcard Office Manager position.*
  - k. *Accounts Payable reduced 1 FTE due to budget cuts.*
  - l. *Required the campus to process all possible travel documents on Concur (instead of paper).*
  - m. *Implemented electronic payment methods to vendors; Single Use Account usage and direct deposit.*
  - n. *Moving toward elimination of Blackboard Door Security system, to eliminate the annual license fee and move toward more consolidation with Facilities Door Access project.*
  - o. *Transferred update process for Sequoia POS system (for on campus dining) to vendor (NMS).*
6. List and briefly describe any current or proposed Board of Regents Policy, State or Federal mandates, or laws that require the continuation of your core function(s).
- a. *Alaska statutes for garnishment, collections, travel, escheatment, etc.*
  - b. *NWCCU Standards, Student Support Resources (2.D.5, 2.D.7, 2.D.8, 2.D.9) Financial Resources (2.F.4)*
  - c. *GAAP (Generally Accepted Accounting Principles)*
  - d. *IRS (Tax) regulations*
  - e. *Federal Financial Aid regulations*
  - f. *Military Tuition Assistance (all branches)*
  - g. *Veteran's Affairs regulations*
  - h. *BOR 5.10: Collection of Tuition and Fees (Bursar's Office), including management of Tuition Rates, Student Fees, Tuition and Fee Waivers.*
  - i. *BOR 5.02: Accounting and Fiscal Reporting. General purpose financial reporting, Financial obligations and commitments, travel and relocation, representational expense, compliance reporting*
  - j. *Statewide Cash Management*
  - k. *Federal banking regulations*
  - l. *Payment Card Industry (PCI) Compliance regulations*
7. Potential cuts: Please describe any function reductions or eliminations that are feasible without significantly affecting UAA's mission fulfillment or its compliance mandates? Are any functions within your unit are duplicated elsewhere at UAA? Is there an opportunity for efficiency to be created by partnering or combining functions? Please describe the opportunities you identify within your unit and include the approximate dollar values and savings that would result.
- a. *The centralized functions of Anchorage campus A/R and disbursement are not duplicated anywhere on the Anchorage campus.*
  - b. *Automation of our very manual processes (in both A/P and the Bursar's Office) have been long-term goals. We continue to partner with SW*

*Financial Systems (And UAF/UAS) to work toward this goal, in the hopes that we can free up local resources to better focus on training, student (and department) outreach, etc.*

- c. Anchorage campus acts as the subject matter experts on finance and accounting functions for the community campuses.*
- d. Some A/P functions are duplicated elsewhere, perhaps these functions could be centralized at the MAU office.*
- e. Procurement redesign resulted in savings of \$256,000 for FY21*
- f. Wolfcards are issued at both the Cashier Office at the University Center and the circulation desk at the Consortium Library. However, this function is (at both locations) a small addition to their “regular” functions, and consolidation would not seem to result in any cost savings.*