**Strategic Planning Report – 2017-2018**

**Unit: Finance**

**Administrative Lead: Anthony A. Ferrara, Vice Chancellor/Chief Financial Officer**

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| **Strategic Priority** | **Initiative** | **Accomplishments** |
| **Strategic Priority A:**  Educate Outstanding Graduates Who Meet the Needs of the State & Its Communities |  |  |
| **Strategic Priority B:**  Grow the Research Portfolio Focusing on Targeted Areas |  |  |
| **Strategic Priority C:**  Create Areas of Clinical Prominence While Expanding Outreach |  |  |
| **Strategic Priority D:**  Increase Visibility & Recognition of UTHSC Contribution |  |  |
| **Strategic Priority E:**  Align UTHSC Resources with Areas of Excellence | ORGANIZATIONAL REVIEW | Conducted a review of all departments reporting to Procurement Services. Departments include Procurement, Accounts Payable, Surplus, and General Stores. As a result of this review the following changes were made: Refocused the entire organization on customer service, instituted a planned reduction in General Stores’ staff count, revised the organization chart, and discontinued non-cost-effective services. In FY19, additional reviews will be conducted to find further efficiencies. |
| **Strategic Priority F:**  Expand & Strengthen Key Community & Other Partnerships | DISADVANTAGED BUSINESS ENTERPRISE INITIATIVE | Began conversations with peers at other governmental agencies in an effort to work collaboratively in the effort to increase minority, women, and small business participation in procurement opportunities. Previously this effort was not attempted in a documented strategic manner. Agencies contacted include City of Memphis, Memphis Shelby County Airport Authority, Memphis Light Gas and Water, and Shelby County Schools. During FY19, we will continue to grow these alliances by sharing vendor information, sharing upcoming solicitation information, and partnering with peers to host Disadvantage Business events. |
| **Cross Cutting Priority 6:**  Recruit & Retain Faculty, Staff & Students Through Development, Support & Mentorship | DEPARTMENTAL TRAINING INITIATIVE | Implemented training sessions for the purpose of fostering the professional and personal growth of staff members. The training includes: open discussion sessions during staff meetings, viewing of webinars from the National Institute of Government Procurement Professionals (NIGP) library, and TED Talks videos. During FY19 these initiatives will be continued, and staff members will have the opportunity to participate in the Annual UT Procurement Meeting held in Nashville, TN and to participate in the 2018 NIGP Annual Conference which will also be held in Nashville TN. |
| INDIVIDUAL TRAINING INITIATIVE | Provided the opportunity for staff members to participate in the HSC Diversity Certificate Program and Office Dynamics Star Achievement series. Historically, all staff members were not provided with these opportunities. During FY19, continued individual training opportunities to staff members will be provided. Staff members will be encouraged to participate in training activities such as Toastmasters. |
| **Cross Cutting Priority 7:**  Continue to Increase Diversity | DISADVANTAGED BUSINESS ENTERPRISE INITIATIVE | Launched the Disadvantaged Business Enterprise Initiative. Initial accomplishments included assisting multiple vendors in the acquisition of their DBE Certification from the State of Tennessee’s Governor’s Office, obtaining DBE lists from other agencies: Memphis Shelby County Airport Authority and the City of Memphis, and hosting the Memphis Medical District Collaborative’s quarterly meeting. During FY19 Procurement will host a seminar for DBEs to provide education on HSC processes, requirements, and HSC procurement opportunities. |
| **Cross Cutting Priority G:**  Increase Strategic Integration Across UTHSC  **Cross Cutting Priority G:**  Increase Strategic Integration Across UTHSC  (Continued) | USING TECHNOLOGY FOR EFFICIENCY GAINS | The Payroll Office used spreadsheets for bulk employee changes instead of paper forms. This saved the departments time from manually filling out forms and routing them via campus mail for multiple approvals. |
| TRACKING COMPENSATORY TIME IN IRIS | Departments were tracking this type of time manually within the department. This can now be tracked within IRIS. We can centrally report on compensatory time for all of UTHSC. |
| UTHSC RISK ASSESSMENT | Worked with the Institutional Compliance Committee (consists of representatives from each College and Vice Chancellor area) to identify areas considered to be the greatest exposure for noncompliance and to develop corrective action plans. Of 41 risks identified, 8 were deemed as high risk. |
| SPECIAL INVESTIGATIONS/REVIEWS | Conducted investigations/reviews at various Vice Chancellor/College areas to identify and remedy UT policy violations. Examples included unauthorized signatures on contracts and purchasing violations. Also investigated alleged HIPAA Privacy violations by UTHSC Providers subject to medical billing compliance rules. |
| CONSOLIDATION OF ENTITIES/ACCOUNTS | The process of creating new accounts for the unrestricted portion was completed by June 30, 2017. We have added new Foundation accounts and Restricted accounts for Gifts and Endowments with the new entity. We will continue to transition Restricted grant and contract accounts to the new entity as they expire. |
|  | UT MARKET PLACE INTEGRATION | Completed the integration of the UT Market Place including the systems’ first upgrade. Facilitated multiple campus wide training sessions and provided a Market Place campus subject matter expert (SME) to assist in education of staff on the functionality of the system. In FY19, additional UT Market training sessions will be scheduled for staff and faculty members. |
| **Cross Cutting Priority H:**  Strengthen Organizational Effectiveness & Adaptability Through a Focus on a Culture of Excellence Across the Institution Including Staff, Faculty & Administration | ORGANIZATIONAL REVIEW | Increased Procurement’s focus on cost savings, established a turnaround time of 48 hours for travel reimbursements (4385 reimbursements processed in FY17, 5021 processed FY18), and provided departmental level training to multiple departments on the HSC campus. These and other actions were taken to increase efficiency and provide more value to the HSC campus and UT as a whole. In FY19, established cost savings goals will be targeted and training offerings will be expanded. |
| HIPAA PRIVACY TRAINING | Provided mandatory training to the entire UTHSC community (faculty, staff, residents, postdocs, and students) that included both health care and non-healthcare components. Also provided same training to other UT health components. Around 60 (100%) individuals from other UT campuses completed the training. Overall, we achieved a 99.99% completion rate for the 2017 HIPAA Privacy Training. The total enrolment through December 16, 2017 was 8,283. Only seven individuals did not complete the training. We continue to provide training to new hires and newly enrolled students. |
| **Cross Cutting Priority H:**  Strengthen Organizational Effectiveness & Adaptability Through a Focus on a Culture of Excellence Across the Institution Including Staff, Faculty & Administration  (Continued) | PROVIDE HIGH QUALITY MERCHANDISE AND SERVICES THROUGH UTHSC’S VOLSHOP | Identified opportunities in general merchandise products to gain sales. Provided new product offerings based on customer feedback. For example, students from the occupational therapy program requested t-shirts with their specific program and the VolShop delivered. Marketed new arrivals, sales promotions, and other store events on the UTHSC VolShop Facebook and Twitter accounts.  The development of UTHSC standard desktop and laptop computer configurations allow the VolShop to have a small stock of standard computers. Because the VolShop has these computers in stock, it reduces the time between customers placing computer orders and receiving the units. |
|  | MORE EFFICIENTLY MANAGE DOCUMENTS  STREAMLINE PROCESSES | Many current processes require paper documents to execute. At least three different systems are used for student services and the information from each is not shared. The Bursar’s office is a part of the implementation team of a new product (OnBase) that will allow the systems to share and store documents and information as well as process the information through workflows for more efficiency. |
|  | ANNUAL PCI COMPLIANCE/MERCHANT IDS | The Bursar’s Office assures that the annual PCI compliance and training process is done accurately and efficiently. Data security surveys are processed and reviewed timely and all required participants complete training.  In order to ensure merchants receive IDs within a month of request, the CBO and Treasurer’s Office along with a consultant are reviewing this issue. Future meetings with stakeholders will occur in collaboration with consultant. |
|  | IMPLEMENTATION OF ESM CONTRACTS SYSTEM | Provides a more efficient tracking of contracts through the review and approval process. Eliminates the paper flow process by enabling the departments to upload contracts electronically for review. Provides for electronic and email approvals. Provides electronic notifications to the contract requestor of the execution and upcoming expiration of the contracts. Obtains more detailed invoicing documentation for accounts receivable billing. Will integrate with UTHSC’s A/R system being developed in IRIS. |
| **Cross Cutting Priority H:**  Strengthen Organizational Effectiveness & Adaptability Through a Focus on a Culture of Excellence Across the Institution Including Staff, Faculty & Administration  (Continued) | DEVELOPMENT OF NEW CONTRACTS A/R SYSTEM IN IRIS | Integrates with ESM. Will provide a nightly automatic download of executed A/R contract billing information into IRIS. Capable of producing recurring monthly/quarterly/semi-annually/annual billings in batches. Enables departments to enter and upload supporting billing information for non-recurring invoices into an A/R transaction in IRIS, which is forwarded through workflow to the Contracts Office for review and issuance of the invoice. If designated, will automatically send invoices via email to the agency. Will reflect a true A/R on departmental ledgers. Will provide a more efficient tracking of delinquent payments on invoices. Will provide notifications regarding late payments to the agencies. Will provide notifications and reports of lapsed billing of invoices to the departments and Contract Office. |
|  | AUTOMATION OF REPORTING PROCESS | In the Accounting & Budget (A&B) area, we have begun work on automating many of our reports to reduce time needed to produce the reports. This has been aided by a new employee who deals specifically with developing reports. We are attempting to do this in order to give the campus community better information faster. |
|  | TIMELINESS OF CREATING ACCOUNTS, PROVIDING REPORTS, AND ANSWERING QUESTIONS | In A&B, we can process the paperwork for new accounts within 3 days. We have developed a process to require WBS element requests from departments so we can enter these with the correct information. We have one employee that creates the spreadsheet with the account attributes listed and a second employee that enters these attributes into IRIS. We also have a designated employee that deals only with Restricted Accounts which has reduced the time needed to produce reports.  We have improved our response times tremendously. We can usually answer questions in a day. This is due to having one employee dedicated to handling Restricted Accounting questions. This employee has been trained in how these accounts work. We have also added a new Assistant Director that has knowledge of Restricted accounting from the past. |