

2020 Best Practices Proposal Form



Completed proposals are to be submitted to
Ronda Reece, Chair, SACUBO Best Practices Committee, info@sacubo.org
The deadline is October 11, 2019.

Best Practices Submission:

Title: *Can Higher Ed Work From Home? Utsa's Path To Large-Scale Business Office Telecommuting*

Primary* Contact Information:

The primary contact must be a SACUBO member institution of higher education.

Institution: The University of Texas at San Antonio

Address1: Financial Affairs NPB 4.170

Address2: 1 UTSA Circle

City: San Antonio

State/Prov: TX

Zip Code: 78249

Salutation: Prof. Dr. Mr. Mrs. Ms.

First Name: Sheri Middle Name/Initial: L. Last Name: Hardison

Suffix (Jr, III, etc.)

Professional Title: Associate VP of Financial Affairs & Controller

Email: sheri.hardison@utsa.edu

Phone: 210-458-6774

Fax: 210-458-4236

2020 Best Practices Proposal Form

*Additional team contacts may be listed at the bottom of this form.

Institution Information:

Institution:

Research Comprehensive/Doctorate Small Institutions Community College

Year Founded: 1969

Geographical Location: South Texas

Number of Students: 32,000

Website: utsa.edu

Statement of the Problem:

Provide a brief statement identifying the challenge your institution encountered that benefited from your best practice.

In summer 2018 UTSA's President began planning for a National Security Collaboration Center that would take advantage of the convergence of cyber security resources and contacts in the city of San Antonio. However, there was no space on campus for the center. Our VP Business Affairs at the time was asked to explore different options, including telecommuting , in order to free up valuable office space. Due to the financial and intangible work-life advantages it could create for employees and primarily paperless processes, UTSA decided to go down this path.

However, when we researched online, we could only find telecommuting resources for specific employees in higher ed. Could we have been the first higher education institution to attempt this on a larger scale for full office functions? We will never know that for sure, but the first office moved one year ago, and our operations are exceeding performance expectations.

Identify the Solution (250-words maximum):

Describe how you identified and developed your best practice solution including those involved with the process, impact on the organization, finances and resources.

In August 2018 Business Information Services moved to home-based working arrangements. By January 2019, Budget & Financial Planning, Accounting, Payroll, Disbursements & Travel Services, Procard/Travel Card Administration, Human Resources and members of the Financial Services office also moved to full-time telecommuting arrangements. This project was the biggest administrative and management challenge some of us had ever encountered.

We built processes and solutions for all of the following:

2020 Best Practices Proposal Form

- Determining who would be affected: position-based, not employee-based; determine permanent and rotating office presence;
- Announced through departmental and individual meetings; wide variety of staff responses
- Created telecommuting agreement packages and operating procedures;
- Developed standard equipment needs;
- Employee Assistance Plan presentation on effective telecommuting to affected staff;
- Trained employees on Skype, Microsoft Teams and Adobe Creative Suite;
- Telephone needs;
- Coordinated with Information Technology to deploy, provide ongoing support for telecommuting and develop standards for those working with sensitive data;
- Coordinated with Facilities for employees that required assistance moving equipment home;
- Coordinated with Campus Services to create cheaper part-time parking options for employees when on-campus;
- Redesigned smaller office footprint into open-environment, temporary workstations that house a larger group of employees;
- Designed workarounds for few remaining paper processes, including centralizing work study students to support multiple departments;
- Built metric reports for processing departments to monitor productivity;
- Changed all job postings to show requirement to telecommute AND requirement to periodically come on campus at employee's expense;
- Maintain employee engagement through mandatory division-wide events and regular supervisor meetings.

Implementation Timeline:

Provide a bulleted list of the steps and implementation timeline of your best practice solution.

1. July 2018 - Executive decision to implement telecommuting initiative
2. August 2018 - Planning (BIS, Budget & Financial Planning and Financial Affairs);
3. BIS deployed
4. September 2018 - Budget & Financial Planning & Financial Information Systems deployed; Fiscal Year 2018 Closing
5. October 2018 - Accounting deployed
6. November 2018 - Payroll deployed; HR began planning
7. December 2018 - Disbursements & Travel Services deployed
8. January 2019 - HR deployed; all identified departments are working remotely
9. February 2019 - modification of remaining space
10. Assessment - Continuous; Regular meetings with IT; Quarterly Financial Affairs supervisor meetings

Benefits & Retrospect:

Provide a brief statement of the benefits achieved by implementing the best practice solution.

2020 Best Practices Proposal Form

Almost 120 employees have moved to full-time telecommuting, freeing up more than 15,000 square feet of office space. The general consensus of affected staff is that they have more personal time, fewer work-related expenses and are more productive in their home office environments. The project was also a rewarding collaboration between the affected division heads, as we regularly met and planned the details together and continue to work in a shared space.

Additional Team Contact Information:

Additional Contact #2:

Institution: The University of Texas at San Antonio

Address1: Budget & Financial Planning, NPB 4.170

Address2: 1 UTSA Circle

City: San Antonio

State/Prov: TX

Zip Code: 78249

Institution:

Research Comprehensive/Doctorate Small Institutions Community College

Salutation: Prof. Dr. Mr. Mrs. Ms.

First Name: Tammy

Middle Name/Initial:

Last Name: Anthony

Suffix (Jr, III, etc.)

Professional Title: Asst. VP Budget & Financial Planning

Email : tammy.anthony@utsa.edu

Phone: 210-458-6631

Fax: 210-458-4236

2020 Best Practices Proposal Form

Additional Contact #3:

Institution: The University of Texas at San Antonio

Address1: Business Information Services, NPB 4.170

Address2: 1 UTSA circle

City: San Antonio

State/Prov: TX

Zip Code: 78249

Institution:

Research Comprehensive/Doctorate Small Institutions Community College

Salutation: Prof. Dr. Mr. Mrs. Ms.

First Name: Carlos

Middle Name/Initial:

Last Name: Gonzales

Suffix (Jr, III, etc.)

Professional Title: Director of Business Information Services

Email : carlos.gonzales@utsa.edu

Phone: 2110-458-8614

Fax: 210-458-4236

Additional Contact #4:

Institution:

Address1:

Address2:

2020 Best Practices Proposal Form

City:

State/Prov:

Zip Code:

Institution:

Research Comprehensive/Doctorate Small Institutions Community College

Salutation: Prof. Dr. Mr. Mrs. Ms.

First Name:

Middle Name/Initial:

Last Name:

Suffix (Jr, III, etc.)

Professional Title:

Email :

Phone:

Fax:

Form: Updated July 1, 2019