

# SA BUSINESS OPERATIONS HIGHLIGHTS 2019-20

The Student Affairs Business Operations office (SABO) is a service-oriented team charged with supporting the Division of Student Affairs' vision, mission and strategic plan. SABO provides recommendations and guidance on integrated financial, human and assessment strategies resulting in efficient resource utilization and quality programs, services and administrative functions.

## ACCOUNTING SERVICES AND FINANCIAL REPORTING

### Reorganization Efforts:

- In October 2019, SABO worked with Finance and Operations leaders to provide a transition book for all areas moved from Student Affairs to Finance and Operations. Included were the division's Value Mapping Process Outline, department-specific organizational charts, FY20 financial reports for each department, FY20 financial report for a safety and security grant of \$5.9 million, department Pro Formas, and department-specific assessment and continuous improvement materials (FY19 Value Map, FY19 Dashboard and FY19 Annual Assessment Report from Campus Labs Planning).
- Per request of former CFO, SABO continued financial and HR management of all areas that moved through June 30, 2020.
- SABO collaborated and partnered with Finance and Operations leaders to re-establish Finance Shared Services to begin July 1, 2020.

### Financial Processing, Budgeting and Resource Realignment:

- In March 2020, SABO loaded FY21 budgets in the amount of **\$32** million.
- SABO collaborated with Finance and Operations to make adjustments to FY21 budgets based on fall reorganization of the two divisions, realigning HR and operational expenditures for more efficient tracking and operational usage within remaining Student Affairs units.
- Closed out the FY20 fiscal year on June 30, 2020, including units that moved from Student Affairs as well as the safety and security grant funding of **\$5.9** million.
- Due to COVID-19 pandemic, in partnership with Student Financial Services, SABO and Campus Recreation refunded a percentage of billable membership fees and mandatory student fees to include Bridge to Clemson students, Campus Recreation and Student Activity Fees specifically.
- Due to COVID-19 pandemic, SABO began tracking COVID-19 related expenditures; providing justification for biweekly overtime payroll audits and expense justifications to assist with FEMA and state reporting.

## DIVISION OF STUDENT AFFAIRS

## HUMAN RESOURCES

### New Employee Onboarding:

- In alignment with ClemsonForward and the Division's strategic plan and in response to the Staff Experience Survey, SABO developed and gathered feedback on a new, online orientation to provide a high-level overview of the division.
- **157** employees out of **208** took the online training and **98** employees provided feedback.
- **97%** of respondents agreed or strongly agreed the orientation was easy to follow and would benefit a new employee's onboarding process.
- To support departments in their onboarding efforts, SABO conducted interviews with **25** staff members across the division to determine best practices and needs around onboarding. The project yielded a resource document all division employees will receive in FY21.

### Trainings and Professional Development:

**663** Total number of trainings taken via Tiger Training in FY20 (**235 employees**)

**8** SABO-provided trainings on Campus Labs Baseline Module in FY20 (**45 employees**)

## ASSESSMENT AND CONTINUOUS IMPROVEMENT

### New Division Event Series — EXPERIENCE IMPACT:

- Initiated and coordinated four events to show impact on division's strategic core themes
- **29** division and guest presenters shared successes on **20** topics with attendance ranging from 25 to 60+ at each event

### Collaboration:

- **100%** of departments submitted annual assessment reports to support University accreditation
- Coordinated with Student Affairs Publications to publish highlight documents for all departments
- Led the adoption of a universitywide survey policy to better manage and leverage large-scale surveys
- Coordinated an inventory of all data sources/systems containing data on behalf of the division
- Led a collaboration between English department faculty member and six division departments (resulted in 60+ students analyzing division data and reporting findings related to the Multi-Institutional Study of Leadership, Fraternity/Sorority Experience Survey, Pre- and Post-Orientation Surveys, First Destination Survey, Redfern Patient Satisfaction Survey and Tiger Prowl Survey)





## SABO, CONTINUED

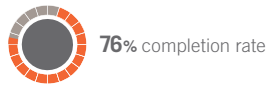
### Staff Experience Survey:

ClemsonForward and the Division of Student Affairs' strategic plans acknowledge the importance and value of staff. In response, the division gave its first biennial Staff Experience Survey in the summer of 2019 to:

- Identify division and department-level strengths and opportunities
- Articulate areas of focus and measure impact
- Discuss progress quarterly with division leadership

### Survey Respondents:

**241** employees responded to the survey and **184** employees completed the survey



**Key Findings** — reflective of respondents indicating (slightly agree, agree or strongly agree)



### Areas of Opportunity:

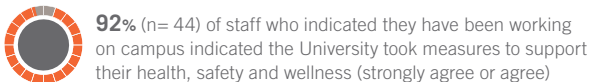
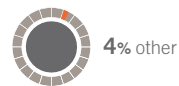
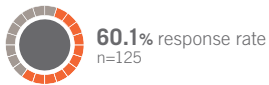
- Create division identity
- Increase leadership engagement with departments
- Enhance onboarding process
- Provide timely communication and decision-making
- Recruit and retain diverse and high-performing staff
- Address poor performance

### Assessing Business Continuity and Staff Support During Modified Operations:

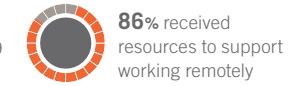
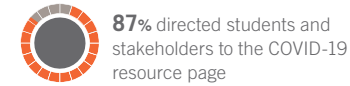
ClemsonForward and the Division of Student Affairs' strategic plans acknowledge the importance and value of staff. In response to modifying operations as a result of COVID-19, the division surveyed staff in April 2020 to:

- Assess the implementation and effectiveness of business continuity plans
- Determine the quality of support and communication to staff, students and stakeholders

**Survey Respondents:** (Total full-time and part-time employees n=208)



**Key Findings** — reflective of respondents indicating (slightly agree, agree or strongly agree)



### Areas of Opportunity:

- Share significant updates to the COVID-19 webpage
- Ensure department pages reflect updates
- Maintain communication throughout modified operations
- Track interactions with students and stakeholders

## SUPPORTING DIVISION AND UNIVERSITY PARTNERS

### Customer Service Survey

- Twice during the fiscal year, SABO surveyed division and University partners to determine the quality and efficiency of the service and support provided.
  - Fall 2019 — **22** employees responded to and completed the survey; **34.43%** response rate
  - Spring 2020 — **41** employees responded to and completed the survey; **54.67%** response rate
- Survey respondents who indicated they interacted with SABO 12+ times
- Fall 2019 — **82%**
  - Spring 2020 — **71%**

Reflective of respondents indicating “strongly agree” or “agree” from the Fall 2019 and Spring 2020 surveys (n=63)

Area of Service	Student Affairs Colleagues	University Colleagues
Handled inquiry competently	100%	100%
Responded in a timely manner	100%	100%
Overall quality of experience was positive	100%	100%