

Center Administration and Business Operations

Intended Outcome/Objectives

The intended session outcome is to develop practical “how to” strategies learned from existing policies and practices that can be utilized by a UCEDD to enrich their efforts on Center Administration and Business operations.

Remember to relate these talking points/ideas to the “how to” strategies/essential questions:

1. How is this accomplished (strategies, funding, practical implementation)?
2. How to involve trainees?
3. How to involve emerging leaders in your center?
4. How to improve diversity, and cultural & linguistic competence?
5. What peer-to-peer support is available?
6. What network collaborations might come of this?
7. What follow-up is needed?



Discussion Item Ideas...

- 🗨️ What FTE do you have assigned to UCEDD/LEND business management functions?
- 🔗 What skill set do your UCEDD/LEND business staff have (formal business training, technician training (e.g., handling transactions, etc.)?)
- 🌐 What tools does your business office use (university financial accounting systems, shadow systems, custom-designed systems, combination)?
- 💡 How well do the business office tools help in planning and managing program activities?
- 🗨️ Are there some “effective” strategies that folks have found to manage fee-for-cost enterprises?

Delving Deeper...

- 🗨️ Do any of us really have a notion of what it costs to manage the business functions in a UCEDD/LEND?
- 🔗 How are UCEDDs/LENDs dealing with the shifting costs of business functions (centralization vs decentralization)
- 🌐 To what extent are UCEDDs/LENDs having to deal with cash flow issues, and what are some effective strategies proving to be?
- 💡 To what extent do UCEDDs/LENDs have to deal with risk-management and liability-management issues, and how are they doing so?

Delving Deeper (continued)...

- ☰ How are UCEDDs/LENDs managing liabilities associated with grant/contract fee-for-service folks' sick & annual leave, separation costs, tenure, bridging, early retirement, etc.?
- 🔗 How do UCEDDs/LENDs deal with errors and omissions by central university business offices? Who picks up the cost for those mistakes?
- 🌐 What are some strategies UCEDDs/LENDs are using to incorporate business/financial planning into their strategic planning and long-range development goals?
- 💡 How do you handle positive revenue situations (e.g., developing a savings account or endowment that doesn't end up being the "go to" account)?
- ☰ How many UCEDD/LEND directors and their business people have had training (not sponsored by their host university) about current or upcoming A21 guidelines?



Ongoing Issues?...

- ☰ Host universities are pushing more of the business operation costs to individual units.
- 🔗 Host universities (and funding agencies) are placing increased pressure to document, justify, and account for expenditures in a zeal to prevent and reduce fraud which increases the cost of managing and administering programs.
- 🌐 There are fewer and fewer resources to help UCEDDs/LENDs make strategic investments to grow their programs.
- 💡 The number of opportunities to build a "war chest" to cover unexpected expenses and to make program investments are steadily waning.

Issues Identified by Business Managers...



- ☰ Fee for Service - i.e. how to grow these types of program for discretionary income (e.g., investments, war chests, cash flow issues, positive revenue situations).
- 🔗 Managing and Tracking Leveraged Funding (e.g., training, the role of the business management, tools, methods, frequency etc.).
- 🌐 Financial Tracking and Reporting with Different Software Systems (e.g., shadow systems and their value - moving away from them, tools, time allotted to this, frequency, training).
- 💡 Working within University Systems (e.g., training, roles, increasing scrutiny, changing regs, differences in interpretation).