Name of the Program: Library Administration—Fiscal and Fund Control (Fiscal Office)

Program as used in this prioritization process can be a specialization, section, division, field of study, center, degree program, etc. The unit head, in collaboration with others as appropriate, must determine the level of analysis required.

How long has the program existed: Function has existed since the Library was established…approximately 1908

Department/School/College: Library Services

The department would fall under which of the following Vice Chancellor’s offices?

X  Academic Affairs
_____  Research and Graduate Education
_____  Student Services
_____  Administration, Finance, and Operations

How does the program fit into the larger administrative unit? (Describe in two or three sentences.)

The program of Fiscal and Fund Control is within Library Services—Administration. The staff report to the Associate University Librarian for Planning, Administration and Personnel (currently vacant).

Briefly describe the program (no more than half a page):

The Library Fiscal and Fund Control program is involved with the financial planning and management of all the various Library Funds (General, Tuition, other Special funds and Federal). The program is responsible for procurement of goods and services, payment processing, inventory control, cash collection and reconciliation; and receipt and delivery of mail, goods, equipment and library materials through its mailroom unit. In 2009 the program is responsible for budgets totaling $16 million.

Optional Guide for Administrative and Other Operations

Program Definition
For purposes of this review, a program is defined as an activity, or collection of activities, that consume resources (dollars, people, space, equipment, time). All administrative operations should be reviewed using this guide.

Departments and programs are not necessarily synonymous – a department is not necessarily a single unit, but sometimes comprised of multiple programs. For instance, Facilities and Grounds is a department, but within the department, there are several programs: project management, architectural design, mechanical engineering, electrical engineering, etc.

Categorizing Programs
Program is essential.

Review and Analysis of Programs

Centrality and Alignment

The Library Fiscal and Fund Control program is essential to meeting the financial and regulatory requirements of both the University and the State in carrying out business of the Library Services program as a whole. It is highly linked to efforts to meet statutory and government regulations. The Library’s Fiscal Office has been recognized by other budget offices on campus as providing quality service and as such strengthens the efforts of the Manoa campus in meeting its goals.

Quality and Integrity

The Library Fiscal and Fund Control program is a service provided on campus. It has established and implemented accountability metrics, particularly in the form of personnel annual performance evaluations and reviews. It has demonstrated high measurable positive impact on Manoa’s reputation as a quality service unit. The head of the Fiscal Office and his team received outstanding employee award and outstanding team awards for the year 2005 from the State of Hawaii. The office is recognized throughout campus as being one that meets deadlines and closes its fiscal year end budget within its allocation.

The excellent staff provides high quality services in appropriate numbers despite the fact that equipment is less than top-notch and the facilities are physically crowded. All staff participate effectively in program activities.

Critical Mass

The staff is now consistently able to provide the breadth and depth of services required by the Library. However, the number of permanent staff is adequate but not sufficient to ensure continuing high quality productivity, particularly if several senior staff retire. The staff expertise is adequate at this time, but will be facing “brain drain” issues in a few years due to retirements.

External Demand

Indirectly this unit supports the Library in its educational and public service for the University and the State. It does not maintain partnerships with native Hawaiian communities, though it does collaborate positively with other like units on campus, particularly the fiscal offices of other major colleges such as CTAHR.

Internal Demand

As fiscal regulations increase, as funding become restrictive there is increased demand for this unit to perform at capacity and to be creative in balancing shrinking budgets yet continue to support the Library Service program in meeting the needs of students and faculty. Its services are essential to Library Services. The resources shepherded by the Fiscal office directly support the Library Service program’s ability to provide essential library services to the campus and community.

The Fiscal and Fund Control program per se does not manage facilities for or offer symposia to the campus.

Costs/Revenue Generation (Productivity)

For the most part the Fiscal and Fund Control program is revenue neutral and it has been very successful in leveraging existing resources to support the Library. The Fiscal and Fund Control program is primarily a general fund operation with one staff member paid from revenue generating special funds. Operating costs are primarily born by general funds.

Specialized Niche/Competitive Advantage

The Fiscal and Fund Control program is one of many fiscal offices throughout the Manoa campus. It is unique in that it administers many book fund and serials contracts that are unique to a Library operation. Almost 50% of the annual budget goes to purchase online digital library information resources, traditional print material and subscriptions. Many contracts are “sole source” and must adhere to both state and university procurement regulations unique to the Library. It is of equivalent size and scope to the fiscal programs at other libraries in comparable research institutions. As a support program it does not directly single out meeting the needs of any one group, such as native Hawaiians, over any other group.
Goals and Objectives of the Fiscal and Fund Control Program

To manage the Library’s general, tuition, special and other funds in a fiscally responsible manner in order to serve the needs of the Library’s internal and external clients.

Needs/Demands not met

There is an expressed need for the Mailroom operation to be able to support the UH System libraries through a daily pick-up and delivery service of interlibrary material. Funds are not available to support this activity.

Reviews

The performance of the Fiscal and Fund Control program is evaluated by results obtained and by meeting the fiscal requirements and deadlines set by the University Central Administration. That fact that the Library always balances its year end budget allocation attests to that fact.

Efficiencies to be Gained Through Consolidation?

Consolidation of the functions of this program would result in slowdowns and inefficiencies.

Additional Factors influencing the prioritization process

This program is integral to the management of the Library’s budget and requires great dedication and creativity to manage funds during the current economic downturn.

Outcome of Program Review