

# 2017 Best Practices Proposal Form



**CACUBO**  
Central Association of College  
& University Business Officers

Completed proposals are to be submitted to  
Donna Rohlfer, Coordinator, CACUBO Best Practices Awards, [rohlfedm@miamioh.edu](mailto:rohlfedm@miamioh.edu).  
The deadline is May 1, 2017.

## **Best Practices Program Submission:**

**Title:** From "Checklist" To "Check"

## **Primary\* Contact Information:**

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

Institution: The University of Chicago

Address1: 5235 S. Harper Court

Address2: Suite 1000

City: Chicago State/Prov: IL Zip Code: 60653

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

First Name: Arleta Middle Name/Initial:

Last Name: Porter Suffix (Jr, III, etc.)

Professional Title: Executive Director, Finance and Business Services

Email : [aporter@uchicago.edu](mailto:aporter@uchicago.edu)

Phone: 773-834-5907 Fax:

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

## **Institution Information:**

Institution:  Research  Comprehensive/Doctorate  Small Institutions  Community College

Year Founded: 1890

Geographical Location: Chicago, IL

Number of Students: 15,000

Website: uchicago.edu

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## **Statement of the Problem:**

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

The University's capital construction program grew (or expanded) exponentially. Delayed contractor payments increased construction costs and fees, property lien filings, and schedule delays.

## **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 order to consistently process contractor pay requests timely, pay application requirements, procedures, and contractor training were essential. As a result, a pay application instruction packet that includes a checklist and sample forms was created and is distributed with the executed contract. The packet is also presented at the project construction kick-off meeting that typically includes the contractor's financial personnel. Additionally, monthly training sessions are offered to all contractors. Ad-hoc individual training sessions are also available upon request. Below is an excerpt from the packet.

### **DOCUMENTS REQUIRED FOR PAY APPLICATIONS**

- Invoice on company letterhead that includes an invoice number, invoice date, University Project Manager, project name, project number, contract number, and wire instructions for payments over \$250K.
- General Contractor/Construction Manager's signed and notarized AIA G702 and sworn statement. The names of all subcontractors performing work and material suppliers must be listed on the sworn statement to identify the work billed by the GC and each subcontractor/material supplier.
- General Contractor/Construction Manager's waiver of lien to date or final waiver that includes a contractor's affidavit.
- AIA G702/G703 forms from subcontractors that are marked-up to change the amounts are not acceptable.
- Invoice for each material supplier providing materials only without labor.
- Trailing waiver of lien to date including a contractor's affidavit for each subcontractor (all tiers) and material suppliers. The waivers should balance with the previous payout.

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## Implementation Timeline:

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

- 1) Identified contractors that consistently submitted least desired pay application request.
- 2) Created a draft instruction packet that could achieve desirable results.
- 3) Worked with our project management team to ensure enforcement support.
- 4) Worked with legal department to ensure required documents were adequate to defend against liens.
- 5) Incorporated process into construction contracts
- 6) Rolled out to contractors' at kick-off meetings
- 7) Set-up monthly open training sessions for contractors

## Benefits & Retrospect:

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

Now, our reputation of timely payments have enabled us to negotiate more favorable contract terms. Legal resources to defend property liens have decreased and most importantly work delays due to untimely payments are nonexistent. Overall, this process has favorably impacted our costs of doing businesses.

## Additional Team Contact Information:

### Additional Contact #2:

Institution:

Address1:

Address2:

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:

# 2017 Best Practices Proposal Form

## Additional Contact #3:

Institution:

Address1:

Address2:

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:

## Additional Contact #4:

Institution:

Address1:

Address2:

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:

*updated Feb 2017*