

## Program Review Self Study—Administrative Unit

Program (office or unit) title Administrative Services

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### Executive Summary

#### Program Context

1. Mission: How does your program align with the college's mission? If your program has a mission statement, include it here.

The Administrative Services division at Canada College supports the college's mission by ensuring strong fiscal management, business operations, facility management, safety, and staff development. We operate from a customer-oriented and service-based perspective provided with quality, excellence, and integrity.

2. Program description.

**Administrative Services Description:** The Administrative Services division consists of the following functions: Administrative Services (Division office), Budget Office, Business Office, and Professional Development. The division also services as the college liaison to the District for Campus Safety, Construction, and Facilities Maintenance and Operations. (Staff: Michelle Marquez, VPA; Heather Nunes, Office Assistant).

**Budget Office Description:** The Budget Office oversees budget development and prepares periodic budget reports for all college divisions. The Budget Office prepares the annual budget, fulfills internal and external budgeting reporting requirements, processes budget transfers and funding requests for new programs and new initiatives, reviews and monitors budget requests and provides financial analysis for the College. The Budget Office also handles purchasing, accounts receivable & payable, travel, personnel requests, and works with the District to manage mail, shipping, receiving, and central duplicating.

The Budget Office manages campus HR functions including processing new-hire employment packets for hourly faculty, short-term employees, and student workers. The Office reviews, processes, and audits time sheets, submits time sheets to District Payroll, and coordinates fingerprinting. The budget office distributes payroll checks for all hourly and full-time overload faculty, as well as process step increases for hourly faculty.

The Budget Office provides support for grant proposal development and post-award grant management. We work closely with the project director to provide fiscal oversight and management of awards throughout the grant, contract or cooperative agreement and assist with all financial aspects of the grant including, but not limited to entering budgets and monitoring grant expenditures for compliance with requirements and federal and state regulations. (Staff: Vickie Nunes, CBO; Mary Chries Concha Thia, Financial Analyst; Sarita Ramos, Accounting Technician; Christine Huynh, Payroll Technician).

**Business Office Description:** The Business office is responsible for student account management, including tuition payments, charges, billing, payments and payment plans. The Business Office also manages third-party billing, veteran benefit payments, parking (permit payments and disbursements, reconciling parking meter revenue), office supply fulfillment, check disbursements, and cash transactions for special events (e.g., athletic events).

The Business Office coordinates internal and external facility rentals, insurance certification, vending, bank deposits, and mandated cost claims. The Business Office interacts with college departments and staff, business and community members, contractors, vendors, governmental agencies, and nonprofit organizations daily to facilitate these transactions.

Provides book keeping services for the Associate Student Body to include processing revenues, making payments, and providing reports to the District. Ensures transactions are in accordance with Associated Student Body Handbook. Office staff train student organization representatives in financial record keeping, fee collection, and transaction procedures. (Staff: Rachel Corrales, Senior Accounting Coordinator; Hugo Enciso, Accounting Technician; Mario Peña, Accounting Technician).

3. Community and Labor Needs: Describe how changes in community needs, employment needs, technology, licensing, or accreditation affect your program.

Changes in the level of short-term hourly personnel and adjunct faculty have increased the administrative workload in the Payroll Department. We anticipate a further increase in workload due to changes related to sick leave for short term hourly and student workers. Additionally, the administrative work associated with grants, categorical funding, and contracts has substantially impacted the workload of the Budget Office. As the college continues to pursue external funding to support student success, the Budget Office will experience the impact of increased accounting measures, reporting, fiduciary responsibilities, and personnel effects. Lastly, changes in community needs and partnerships has resulted in an increase in both internal and external facility rental requests. The increase in these requests results in more administrative time to negotiate, develop, and execute contracts, as well as process invoices and payments.

### **Looking Back**

4. Describe major accomplishments.

Processed employee payroll accurately and timely; provided staff training; met all deadlines; developed tracking system for flex pay and stipends; completed internal audit of faculty transcripts; recorded all payroll transactions in Banner; completed Pro Card audit; provided technical assistance to department personnel regarding budget availability, transfers, pro cards, Banner training, and business office processes.

5. Impact of resource allocations: Describe the impact to-date that each new resource (staff, non-instructional assignment, equipment, facilities, research, funding) has had on your program/unit/office and measures of student success or client satisfaction.

The Administrative Services Division has added a new position (Vice President of AS) this program year. It is anticipated that the addition of this position will provide leadership to support integrated planning, budgeting, and resource development for the college. Additionally, the Central Duplicating operations has been transferred to the District Auxiliary Services Department. We will work with the District to monitor the impact of these changes for the remainder of the fiscal year and to determine if this will be a permanent change.

### **Current State of the Program**

#### 6. State of the Program

- A. Describe the current state of the program (May include strengths and challenges).

The Administrative Services Division has a competent team that works to support college operations. We have many strengths, including:

- Supportive to college operations
- Strong teamwork ethic
- Open communication
- Cross-trained staff across departments
- Strong technical skills
- Dedication to the college mission
- Customer-service oriented

In addition to the numerous strengths of the AS Division, there are several challenges that exist.

- Processing payroll for adjunct faculty that have classes cancelled
- Balancing time and effort between Fund 1 and Fund 3
- Inequitable distribution of fiscal duties at the division level results in AS staff spending time doing tasks that department personnel could do
- Anticipating peak times for the cashier's office, and planning staffing to cover peak times
- Facility rentals require a great deal of staff time
- Communicating procedures campus wide that impact the AS departments
- Overall workload for staff

- B. What changes could be implemented to improve your program?

- Dedicated staff to support Fund 3 accounting, monitoring, and compliance
- Additional staff to support facility rentals
- Increase department efficiencies
- Provide training and technical assistance to department staff college wide

7. Service Area Outcomes (SAO) Assessment:

A. Describe your program’s SAO assessment plan.

The Administrative Services Division has not previously identified and measured SAO’s. Looking forward, the following SAO’s were developed and will be measured to evaluate the impact and effectiveness of the Division.

The primary Service Area Outcomes (SAO) of the Administrative Services Division include:

- Provide leadership and support to ensure fiscal stability, integrity, and transparency at the college
- Support integrated planning and budgeting processes at the college
- Improve Division operations to increase efficiency
- Develop skills and support innovation of AS staff

B. Summarize the findings of your program’s SAO assessments. What are some improvements that have been, or can be, implemented as a result of SAO assessment?

Anecdotally, we know that in order to improve the outcomes, we need to develop a systematic process for budget development and monitoring for Deans and Division Assistants. We also need to develop and provide just in time training and technical assistance to individuals on campus that have budgeting responsibilities for both unrestricted and restricted funds.

**Looking Ahead**

8. Strategic goal & action plans: In the table, describe how you will you address identified opportunities for improvement

Action Plan	Timeline	Responsible party	Resources required
Create a series of budget training for campus employees	Ongoing throughout the year; provide trainings starting in Fall 2015	Vickie Nunes and Mary Chries Concha Thia	No additional resources required
Revise campus facility rental processes and procedures	By November 30, 2015	Michelle Marquez and Rachel Corrales	No additional resources required
Create Admin Services webpage	By Spring 2016 semester	Michelle Marquez	Unknown; will need support from Jose Garcia

Develop and implement campus professional development plan	Ongoing; plan finalized by Fall 2015	Michelle Marquez (working with subcommittee of PBC)	For plan development, no financial resources required.
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**Resource Requests**

9. Personnel:

- A. List new or replacement positions you anticipate requesting. Identify the term (fall or spring) and year in which you anticipate submitting the staffing request.

**New position request:** Executive Assistant for VPAS (1.0 FTE)

- B. Links to new position requests and applications will be included here  
N/A

10. Instructional Equipment: N/A

- A. Provide a list of all equipment needed. To be funded, requests must include all the required purchasing information.

These items are not instructional equipment. These are non-instructional equipment items needed for the Cashier’s Office:

Item name	New/R epair/R eplacement	Vendor	Catalog number	Unit Price	# Needed	Justificatio n	Contact
Bill Counting Machine	Replacement			\$1,000 (estimate)	1	See below	Mario Pena
Safe	Replacement			\$800 (estimate)	1	See below	Rachel Corrales

The current bill counting machine is old and does not function correctly. Currently staff have to hand count some of the bills, resulting in increased staff time. A new machine will increase productivity and accuracy.

A replacement safe is needed for the cashier’s office to securely store cash from student fees, events, and parking meters. The current safe does not provide the appropriate capacity and level of security needed for these functions.

- B. Will additional space be needed to accommodate the requested equipment? Will the requested equipment require maintenance agreements and or support personnel? If so what are the projected costs?  
No

11. Information Technology:

- A. Provide a list of all software and hardware needed. Include the required purchasing information and/or desired capabilities.

Item name	New/Upgrade	Vendor	Catalog number	Unit Price	# Needed	Justification	Contact faculty

- B. Will additional space be needed to accommodate the requested equipment? Will the requested equipment require maintenance agreements and or support personnel? If so what are the projected costs?  
N/A

12. Facilities: Identify your program’s facility’s needs (custodial services, maintenance, remodeling, or new construction) and provide a brief explanation/justification. Please identify if the needs address ADA, safety, or utility concerns.

None

13. Professional Development: What professional development is needed to strengthen your program’s offerings? Explain how these activities can contribute to program or college planning success?

Professional development supporting the general technical expertise of staff in the Administrative Services Division would increase the efficiency and effectiveness of the unit. An example of PD topics that would benefit the Division include: training on the changes in federal accounting guidelines, software program training (advanced Excel, facilities management software), ACBO (Association of College Business Officers)-sponsored training, financial aid processes and regulations, and customer service training. Individual staff members have specialized professional development needs that include: formal education (Bachelor Degree program) and financial certification (CPA).

14. Research: Identify your program’s specific research needs. Explain how the research will contribute to program or college planning success.

The Administrative Services division will continue to work with the PRIE department to obtain research that informs budget planning and prioritization. We do not anticipate requiring new research to be conducted, as the information we use is part of the current PRIE research portfolio.

15. Funding: Describe any projects that your program would like to pursue that are currently unfunded or not fully funded. Explain how such a project would contribute to program or college planning success.

We would like to develop and implement a system to identify, inventory, and reconcile college assets. There is currently not a policy in place to track assets such as computers, furniture, televisions/monitors, printers, laptops, tablets, or other technology items. A system to inventory,

track, and reconcile these items will support loss prevention and facilitate replacement cost planning. Ideally, an RFID system would create the infrastructure for these efforts and streamline the tracking process. This system would also ensure compliance with federal grant funding requirements to 'tag' and track assets.