



Cañada College

COMPREHENSIVE PROGRAM REVIEW REPORT

Office of Administrative Services

Executive Summary

0. Executive Summary

Summarize your program's strengths, opportunities, challenges, and action plans.

The Administrative Services Division continues to strengthen transparency, efficiency, and collaboration across all areas that support college operations.

Strengths: A knowledgeable, dedicated, and cross-trained team committed to customer service, fiscal integrity, and continuous improvement. Strong collaboration with District partners ensures consistency and compliance across processes.

Opportunities: Further development of Standard Operating Procedures (SOPs), implementation of a structured onboarding program, and increased use of technology and AI tools to streamline operations.

Challenges: Limited automation for tracking contracts, grants, and facility rentals; need for consistent communication and training across departments; and absence of a centralized onboarding system.

Action Plans: Finalize SOPs, launch onboarding and training tools, establish automated tracking systems for contracts and grants, enhance ProCard accountability, and continue professional development to promote transparency, efficiency, and service excellence

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 Cañada College supports the College's mission to engage and empower students in transforming their lives and communities through quality education by ensuring responsible fiscal management, operational excellence, and a safe, well-maintained campus environment.

We are committed to integrity, equity, and collaboration in every aspect of our work—providing transparent financial stewardship, efficient business and facility operations, and proactive safety practices. Through strong partnerships with Instruction, Student Services, Facilities, Public Safety, and the Emergency Management Team, we enable divisions and departments to create and sustain high-quality programs and services that advance student success and equity.

2. Program Description

Program Description.

The Administrative Services Division ensures that Cañada College operates efficiently, transparently, and in full compliance with fiscal and operational standards. The Division includes the following functional areas: Division Office, Business Office (including Grants and Fiscal Compliance), Payroll, Cashiers Office, and Shipping & Receiving Services. It also serves as the College's primary liaison to the District Office for Campus Safety, Facilities Maintenance and Operations, and Construction Projects.

Division Office

The Division Office provides leadership and coordination for business operations, fiscal accountability, facilities, and safety. All functions are guided by the District Chancellor's vision for internal controls and fiscal integrity, ensuring that campus practices align with district policies, board procedures, and audit standards.

The Vice President of Administrative Services (VPAS) represents the College in districtwide planning and governance efforts, fostering strong collaboration among Instruction, Student Services, Operations, and Administrative Services to support institutional effectiveness.

Business Office (including Grants and Fiscal Compliance)

Program Review

The Business Office supports all college departments in budget development, financial management, grants oversight, and operational compliance. Responsibilities include preparing annual and periodic budget reports, managing internal and external financial reporting, processing budget transfers, supporting new program funding requests, and conducting fiscal analysis. This unit provides fiscal oversight and compliance support for all grant-funded programs, assisting project directors throughout the full grant life cycle—from proposal development to post-award management—ensuring adherence to federal, state, and local regulations. Services include budget creation, expenditure monitoring, financial reporting, and guidance on procurement and personnel processes.

The Business Office also oversees purchasing, accounts payable and receivable, travel, personnel and hiring requests, and ProCard administration. The team actively collaborates with the District Office to ensure alignment with the District Chancellor's internal control plan, promoting fiscal integrity and consistent operations across the district.

In addition to its fiscal and operational roles, the Business Office plays a key leadership role in ensuring that Board Policies and Administrative Procedures are properly implemented and followed at the College level. The team develops, updates, and maintains Standard Operating Procedures (SOPs) to promote transparency, accountability, and efficiency across all financial and administrative functions. These SOPs help ensure consistent practices in budgeting, purchasing, contracts, reimbursements, and grant management.

(Staff: College Business Officer, Business Operations Analyst, Senior Accounting Technician, and Accounting Technician.)

Contract Management (Campus Liaison Unit)

The Contract Management & District Liaison function, led by the Business Operations Analyst, oversees the development, routing, and processing of all college contracts in accordance with District policies and procedures. The position serves as the primary liaison to the District Office of General Services and Purchasing, ensuring contracts are accurate, compliant, and submitted on time.

The Vice President of Administrative Services (VPAS) works closely with the Business Operations Analyst to support the timely execution of agreements that advance student programs and campus operations. Responsibilities include preparing Independent Contractor Agreements (ICAs), professional service and vendor contracts, tracking renewals, and maintaining documentation for audit readiness.

(Staff: Business Operations Analyst, with support from the College Business Officer and Senior Accounting Technician.)

Employment & Payroll Services (Campus Liaison Unit)

The Employment & Payroll Services (Campus Liaison Unit) ensures timely and accurate processing of employment and payroll for adjunct and overload faculty, short-term employees, and student assistants. This unit collaborates closely with the District Human Resources and Payroll Offices to maintain consistency, compliance, and efficiency across all personnel-related transactions.

Responsibilities include coordinating onboarding, job setup, timesheet review, and pay submission, as well as tracking required documentation such as fingerprinting, tuberculosis clearance, and employment verification. The unit plays a vital role in supporting departments and divisions with personnel processes, ensuring that all employment actions align with board policies, administrative procedures, and the District Chancellor's internal control plan.

(Staff: Payroll Technician and Accounting Technician.)

Cashiers Office

The Cashier's Office serves as the student-facing financial hub of the College. The team assists students with paying fees, tuition obligations, and refunds while ensuring compliance with District and College policies and procedures.

Program Review

The office manages student billing and third-party invoices, reconciles deposits, administers payment plans and online payment options, supports Associated Student Body (ASB) bookkeeping, and handles cash and disbursement operations for student events, facility rentals, mandated cost claims, and external billing entities.

The Cashiers Office also monitors delinquent accounts and collaborates with Admissions and Records to implement account holds when required—safeguarding the College's financial integrity while supporting students through clear communication and timely assistance.

(Staff: Senior Accounting Coordinator; Accounting Technician/ASB Bookkeeper; Accounting Technician.)

Facilities Rentals

The Facilities Rentals Office coordinates the use of Cañada College's facilities by both internal and external groups, ensuring access to safe, well-maintained, and functional spaces that support learning, collaboration, and community engagement. The office manages the scheduling, contracts, and billing for the rental of classrooms, lecture halls, outdoor spaces, and athletic facilities in accordance with District policies.

The team works closely with Facilities, Public Safety, Information Technology Services (ITS), and the Business Office to ensure all rental activities align with operational, safety, technological, and fiscal standards. Responsibilities include reviewing applications, confirming availability, coordinating custodial, security, and technology support services, managing insurance and payment documentation, and supporting event logistics for campus and community users.

(Staff: Senior Accounting Coordinator and Theatre Events Manager, with coordination support from the Facilities, Public Safety, and ITS.)

Shipping & Receiving

Shipping and Receiving manages all incoming and outgoing campus mail and deliveries, ensuring timely and secure handling of packages and correspondence. Responsibilities include sorting, distributing, and tracking mail; operating postage and shipping equipment; and coordinating bulk mailings and inter-campus deliveries.

(Staff: Shipping & Receiving Clerk.)

3. Community & Labor Needs

Describe how changes in community needs, employment needs, technology, licensing, or accreditation affect your program.

The Administrative Services Division continues to adapt its operations to meet the evolving needs of the College community in a hybrid and technology-driven environment. Our team has integrated digital tools and automated workflows to increase efficiency, transparency, and accessibility for students, faculty, and staff.

Staff regularly participate in professional development focused on technology systems, process improvement, and well-being, including training in Smartsheet, electronic approval processes, DocuSign, AppServ, and Outlook optimization. These skills ensure that services are delivered effectively across both in-person and remote modalities.

The Division is also learning and integrating artificial intelligence (AI) tools into daily operations to streamline workflows, improve data accuracy, and enhance communication. By leveraging automation and AI-assisted tools, the team continuously seeks ways to make processes simpler, faster, and more user-friendly for the entire College community.

Administrative Services continues to collaborate with District and College constituents to maintain and refine Standard Operating Procedures (SOPs) related to cash handling, procurement, grants management, and mail services—ensuring compliance with the District Chancellor's internal control plan and alignment with current regulations and audit standards.

Looking Back

4. Major Accomplishments

Describe major accomplishments.

Major Accomplishments (2022–2025)

- Increased communication and transparency regarding the status of budgets, timelines, and the resource request process through regular updates at PBC meetings, College Cabinet, and Division Meetings.
- Strengthened fiscal oversight and contract management by creating a centralized contract tracking log, streamlining communication and improving coordination between the College and the District's General Services and Purchasing offices.
- Developed a Standard Operating Procedure (SOP) for invoice processing, ensuring timely payments and consistent submission of invoices through the Business Office, which facilitates faster and more accurate processing by Accounts Payable.
- Created dynamic budget templates linked to Banner to produce easier-to-read reports, improving transparency and helping administrators and managers better understand and manage their program budgets.
- Streamlined and clarified Field Trip and Excursion procedures, collaborating with Student Services to draft a new Administrative Procedure that will standardize approval, travel, and reimbursement processes across the College.
- Enhanced efficiency and transparency in Professional Development processes by updating the website, simplifying forms, and creating a tracking log to monitor college-wide requests and approvals.
- Implemented a centralized email communication system for the Business Office to ensure that requests are routed to the correct staff and responses are tracked for accountability and timely follow-up.
- Established monthly task reminders and a Division-wide task list to help staff manage workload distribution, monitor compliance deadlines, and ensure all responsibilities are completed accurately and on time.
- Enforced ProCard deadlines and documentation requirements to maintain compliance with District policies and fiscal accountability standards.
- Partnered with SparkPoint to support student well-being by coordinating and assisting with the distribution of free snacks across campus, fostering a welcoming and supportive environment for all students.
- Continued to foster cross-training opportunities across the Division to strengthen coverage, operational flexibility, and professional growth.

Program Review

- Created a culture of continuous improvement, teamwork, and transparency by maintaining open communication, providing timely information, and sharing resources to strengthen campus-wide trust and collaboration.
- Preserved a balanced budget and maintained fiscal stability amid changing economic conditions and evolving operational priorities.

5. Impact of Resource Applications

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

Our division did not request any resources during the last program review.

Current State of the Program

6A. State of the Program - Observation

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

Division Office

Challenge: College employees request greater transparency and consistency in budget processes, contracts, and operational procedures.

SAO: College employees will have access to clear Standard Operating Procedures (SOPs), regular updates, and opportunities to provide feedback to strengthen communication, transparency, and accountability across all Administrative Services functions.

Challenge: Lack of established SOPs in several areas leads to inconsistent practices and delayed responses.

SAO: The Division will develop, document, and maintain SOPs for all key business processes in collaboration with Administrative Leads (ALs) to ensure standardization, compliance, and service continuity.

Challenge: Limited awareness of District policies and administrative procedures.

SAO: Administrative Services will host informational sessions and share policy updates to increase awareness and ensure consistent understanding across departments.

Challenge: The Division does not have a formal onboarding system, making it difficult to train new employees efficiently and ensure consistency across roles.

SAO: Develop a structured onboarding and training framework that includes checklists, reference materials, and cross-training opportunities to support new employee success and continuity of operations.

Business Office (Including Grants and Fiscal Compliance)

Challenge: Budget submissions and forms (Conference Advances, Expense Claims, Transfers) are frequently submitted with incomplete or inaccurate information, causing delays.

SAO: Managers and staff will receive training and easy-to-follow reference guides to ensure that forms are submitted accurately and on time, reducing rework and improving processing timelines.

Challenge: Employees request more user-friendly budget reports and greater fiscal transparency.

SAO: Implement simplified budget templates and reports linked to Banner to make financial data easier to interpret, improving understanding and accountability.

Challenge: Grants and fiscal compliance processes lack consistent communication and documentation.

SAO: Maintain an updated grants section on the Business Office website and distribute quarterly communications summarizing active grants, compliance reminders, and upcoming deadlines.

Challenge: There is no centralized system to track grant expiration dates, reporting deadlines, or submission requirements.

Program Review

SAO: Develop a comprehensive grant tracking log with expiration dates, reporting timelines, and key deliverables to ensure timely submissions and compliance with funding requirements.

Challenge: Roles and responsibilities between the College Business Office and the District Grant Analyst are not clearly defined.

SAO: Collaborate with the District Office to clearly outline responsibilities, improve communication, and establish written procedures for grant management and reporting coordination.

Challenge: Manual tracking of grants, invoices, and expenditures causes inefficiencies and data gaps.

SAO: Implement a centralized tracking log and explore AI-driven or digital tools to automate reminders, monitor approvals, and improve real-time visibility.

Challenge: ProCard logs and supporting documentation are not always submitted on time, creating compliance risks and processing delays.

SAO: Reinforce accountability by providing clear submission timelines, monthly reminders, and training on ProCard requirements to ensure timely and accurate reconciliation in accordance with District policy.

Contract Management

Challenge: Contracts are frequently submitted late or with missing documentation, causing delays in execution.

SAO: Provide workshops and clear timelines for contract submission and approval, ensuring that all required documentation is complete prior to routing.

Challenge: Departments lack a centralized system for tracking the contract approval process.

SAO: Implement a shared tracking system that allows both the Business Office and departments to monitor contract status, reducing email dependencies and last-minute requests.

Challenge: Lack of a system to ensure that contracts are renewed on time, resulting in service interruptions or late renewals.

SAO: Develop and maintain a contract renewal tracking process with automated reminders and visibility for key stakeholders to ensure timely renewals and prevent lapses in service or compliance.

Employment and Payroll Services

Challenge: Adjunct faculty contract changes and class cancellations often occur after payroll has closed, resulting in delayed adjustments.

SAO: Faculty will be paid timely and accurately through improved communication and adherence to established timelines between Instruction, HR, and Payroll.

Challenge: Short-term and student employee hiring paperwork and timesheets are often delayed or incomplete.

SAO: Supervisors and approvers will receive deadline reminders and standardized checklists before peak hiring periods to ensure timely submission and processing.

Challenge: Lack of consistent training and written procedures for payroll and employment tasks.

SAO: Develop and maintain SOPs for payroll processing and hiring workflows to promote consistency and compliance.

Cashiers' Office

Challenge: Students dropped for nonpayment negatively impact enrollment and student success.

SAO: Increase proactive communication with students about payment deadlines, available payment plans, and financial resources to reduce the number of students dropped for nonpayment.

Challenge: Limited cross-department communication about student payment holds and financial clearance.

Program Review

SAO: Strengthen coordination between Financial Aid, Admissions, and the Cashiers' Office to ensure students receive timely information and support.

Facilities Rental

Challenge: The current process for tracking rental requests relies heavily on email communication, leading to missed information and last-minute changes.

SAO: Implement a centralized facilities rental management system that allows users to submit, track, and view rental requests in real time, improving transparency and reducing communication errors.

Challenge: Limited user access to facility booking information.

SAO: Provide campus users with appropriate access and training to view room availability and request status, ensuring clarity and accountability throughout the rental process.

Shipping and Receiving

Challenge: Deliveries and outgoing shipments are not always tracked consistently, leading to misplaced or delayed items.

SAO: Develop a standardized process and digital tracking system for all incoming and outgoing shipments to ensure accountability and timely delivery.

Challenge: Communication gaps between departments and Shipping/Receiving cause delays in distribution.

SAO: Establish clear communication protocols and designate department contacts to ensure timely notification and accurate delivery of materials.

6B. State of the Program - Evaluation

What changes could be implemented to improve your program?

To improve the program, the Division will continue developing and implementing Standard Operating Procedures (SOPs) to ensure consistency and compliance across all administrative areas. A structured onboarding and training program will be created to support new employees and strengthen operational continuity.

The Division also plans to enhance collaboration with the District to clarify roles, align procedures, and expand professional development opportunities. Additional improvements include implementing automated systems for contract renewals, grant tracking, and facilities rentals, as well as exploring the use of AI tools to streamline processes, improve accuracy, and increase transparency.

Program Improvement Initiatives

7A. How will you address the opportunities for improvement that you identified throughout the prior sections of this Program Review?

The Division will address identified opportunities by finalizing and implementing Standard Operating Procedures (SOPs) to ensure consistency across all administrative functions. A formal onboarding and training program will be established to improve staff preparation and knowledge transfer.

We will develop centralized tracking systems for contracts, grants, and facilities rentals to enhance accountability and efficiency. Collaboration with the District Office will be strengthened to clarify roles, provide targeted training, and improve communication. The Division will also continue to explore AI-driven and digital tools to streamline operations, increase transparency, and enhance service to the campus community.

7B. What are your goals for your program/area for the next three years?

Over the next three years, the Administrative Services Division will:

1. Finalize and implement Standard Operating Procedures (SOPs) across all functional areas to ensure consistency, compliance, and efficiency.

Program Review

2. Develop and launch a structured onboarding and training program for new and existing employees to strengthen knowledge transfer and operational continuity.
3. Implement centralized tracking systems for contracts, grants, and facilities rentals to improve accountability and timeliness.
4. Enhance communication and collaboration with District offices to align procedures, clarify roles, and support shared professional development.
5. Leverage AI and automation tools to improve reporting, data accuracy, and process efficiency.
6. Foster continuous professional learning to build staff capacity, leadership, and customer service excellence.

7C. Describe the actions you plan to take during the next 3 years to accomplish these goals.

Link to the Improvement

Plan: https://platform.nuventive.com/viewDocument/21I4K6F3rmoL/Program_Improvement_Initiatives_FY2025-2027.docx

To accomplish these goals, the Division will:

1. Complete and publish Standard Operating Procedures (SOPs) for all key processes, review them annually, and ensure staff training for consistent implementation.
2. Design and roll out a formal onboarding and training program, including checklists, reference materials, and cross-training opportunities, for all new hires and existing staff.
3. Implement centralized digital tracking systems for contracts, grants, and facilities rentals, including automated reminders for renewals and reporting deadlines.
4. Collaborate with District offices to align financial, HR, and compliance processes, clarify shared responsibilities, and schedule quarterly coordination meetings.
5. Adopt AI and automation tools to streamline data entry, reporting, and budget analysis, improving timeliness and accuracy.
6. Provide ongoing professional development and equity training, including sessions focused on LGBTQ+, equity, inclusion, and cultural responsiveness, to ensure a welcoming and respectful environment for all students and employees.

Resource Requests