

Assessment: Unit Plan

CAN Program Review (Administrative) - Office of Administrative Services (Odd Year)

Program Review Narratives

2018-2019

Administrative Program Review (APR)

Lead Contact Person: Mary Chries Concha Thia

Writing Team: Mary Chries Concha Thia, Chantal Sosa, Laura Brugioni, Dayo Diggs

Executive Summary

0. Executive Summary: The Division of Administrative Services serves all areas of the college. The division works together collaboratively while considering the perspectives of Student Services, Instruction, and Operations. We recognize the impact our work has on the entire college, and use program review as an opportunity to reflect on methods for improvement to better serve the College. As a division, our greatest strength is our team approach to provide outstanding service to the college and students.

Within the past two years, the Division has hired a Business Operation Analyst and a Senior Accounting Technician.

Program Context

1. Mission: The Administrative Services Division at Cañada College supports the college's mission through responsible fiscal management, maintenance of fiscal integrity, efficient college operations and facility management, effective safety practices, and meaningful professional learning. We work to achieve quality, excellence, and integrity through a customer- and service-based perspective. In addition, we provide resources for divisions and departments to create and sustain programs and opportunities through collaboration, budgeting, and grant management in order to support the College's efforts of maintaining a "learning-centered environment" that serves all students.

2. Program Description: The Administrative Services Division fulfills the following roles: Administrative Services (Division Office), Business Office, and formally, Professional Development (Professional Development has been relocate to the Office of Vice President of Instruction. This division also serves as the college liaison to the District for Campus Safety, Construction, and Facilities Maintenance and Operations. (Staff: VPA, Interim Director of Operations).

Professional Development program was formed to organize opportunities for College employees to build professional and personal skills, network on- and off-campus, share experiences and learning, and increase potential for career and personal growth. This included guiding the College's Professional Learning Committee and the Classified Staff Professional Development Work Group, coordinating college Flex Days and other on-campus professional learning opportunities, and developing and assessing the College's Professional Learning Plan. (the Director of Professional Development position was discontinued January 2018).

The Business Office coordinates college budget development and is responsible for ensuring our college budget, accounting, and payroll functions are in compliance with all financial regulations. This includes preparing annual budget reports, creating periodic budget reports for all college divisions, executing internal and external budget report requirements, processing budget transfers and funding requests for new programs and initiatives, reviewing and monitoring budget requests, and providing financial analysis for the College. This office also manages purchasing, accounts receivable and payable, travel, and personnel requests (Staff: CBO; Business Operational Analyst, Senior Accounting Technician, and Accounting Technician).

Payroll: As part of managing the College's personnel functions, the Business Office processes payroll for hourly faculty, short-term employees, and student workers. Staff is responsible for preparing and processing payroll in a timely and accurate manner. This includes reviewing, processing, and auditing time sheets; submitting time sheets to District Payroll; coordinating fingerprinting, distributing payroll checks for all hourly and full-time faculty, and processing step increases for hourly faculty (Staff: Payroll Technician and Accounting Technician).

Grants: The Business Office provides support for grant proposal development and post-award grant management. Members of this office work closely with grant project directors to provide fiscal oversight and management of awards throughout the grant and contract or cooperative agreement. This involves assisting with all financial aspects of the grant process, including but not limited to entering budgets and monitoring grant expenditures for compliance with requirements for local, state and federal regulations.

Cashiers' Office: The Cashiers' Office assists students with payment of fees while maintaining College and District policies. Individuals in this office communicate with many areas of the college to ensure that students receive accurate and timely information. The Cashiers' Office is also responsible for external billing for student enrollment, selling and distributing parking permits, reconciling parking fees, check disbursements to students and employees, cash handling and deposits for College events, mandated cost claims, facility rentals, and Associated Student Body bookkeeping (Staff: Senior Accounting Coordinator, Accounting Technician/ASB Bookkeeper; Accounting Technician).

Shipping and Receiving: The Shipping and Receiving Office processes all College incoming and outgoing mail and shipments. This also includes operating and monitoring mail equipment, mail sorting, and mail and package distribution (Staff: Shipping and Receiving Clerk).

3. Community & Labor Needs: Changes in the level of short-term hourly personnel and adjunct faculty have increased the administrative workload in the Payroll Department. In addition, employees in our division have been asked to work in other areas of the District and College which has impacted our continuity of operations. Both of these changes have created a continued increase in workload due to changes related to short term hourly and student workers, and the reorganizing staff to ensure all service areas of the Division are maintained. 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.

Looking Back

4. Major Accomplishments: During the 2016 survey 40% of employees felt they do not have adequate opportunities to participate in the development of financial plans and budgets. This percentage has increased to 60% due to the continues budget trainings for staff and managers, budget breaks, one on one trainings with new employees in regards to their budgets for both grants and fund 1.

The Cashier's office goal was to reduce the number of students dropped each semester by 2% and after comparing the data from Spring 2017 to Spring 2018, we exceeded our goal to 24%. We achieved this by making SARS calls and sending postcards to our students.

The Grants Compliance Office identified the following SAO; for Faculty and Staff to have information and documents available regarding Grants. One of our goals was to measure the usage by creating a centralized location to house this information. Thus in 2014, our goal was met with the launching of the Grants Development and Management webpage on the College website. The purpose of this website is to serve as a "one-stop" information hub throughout the Grant Life Cycle to meet the various needs of project directors, managers, faculty, and staff. In the fiscal year 2017-2018, a measurable increase in traffic to the webpage grew by 60% since its inception. Grant Managers now have a location where to access resources in assisting them with the Grant process from roles and responsibilities, approval process, proposal and budget development, post-award process, grant management and compliance, grant-funded programs, resources, and toolkit. We are looking forward to seeing our "hits" increase with the launch of Google Analytics and the maintenance of the webpage, starting this fiscal period (2018-2019).

The goal of the Mailroom was to extent mail drop off hours, this was accomplished with the installation of the mail drop off bin. Together with the increase in Staff hours, both have been a catalyst for the improvement in accurate and on time delivery of mail to the entire college.

The goal for payroll was to have 99% accurately and timely processing of payment to employees. At the end of Spring 18, the outcome was 99.5%; this was accomplished by creating a schedule of monthly payroll deadlines so division assistants could follow.

Other accomplishments for the business office were providing staff training in a variety of areas; increased attendance at College Flex Days; recorded all payroll transactions in Banner; provided technical assistance to department personnel regarding budget availability, transfers, procurement cards, Banner training, pro card training, and business office processes; increased cross

training. Developed a College Professional Learning Framework for implementation at the college; developed a procurement cardholder agreement; organized meetings with grant managers; supported the College's transition to new technologies and processes. Due to all our accomplishment, our division has maintained the level of accuracy achieved during the past independent audits.

5. Impact of Resource Applications: We purchased a new mail bin for our mailroom. The new mail bin has increased the efficiency of packages and envelopes being sent-out to our college community as well as to extend mail drop off hours when Staff is out of the office making deliveries.

In May of 2017, the College hired a Senior Accounting Technician. This position has coordinated efforts related to grants. These efforts and this position has helped by supporting the state and federal grants in our College and by providing assistance with reconciliation and reporting.

In July of 2017, the College hired a Business Operations Analyst. This position processes contracts, insurance, procurement card audits and support to our division.

The Administrative Services Division has also added a permanent full-time Shipping and Receiving Clerk. This position offers consistent processes and delivery of Campus mail ensuring accuracy in sending and delivering correspondence and packages to all areas of campus.

Current State of the Program

6A. State of the Program - Observation: 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 Division, there are several challenges that exist.

- Processing payroll for adjunct faculty when classes have cancelled
- Balancing time and effort between Fund 1 and Fund 3
- Communicating procedures campus wide that impact the Division

A. What changes could be implemented to improve your program?

- Dissemination of information from other departments that will affect our Cashier's office
- Increase department efficiencies
- Provide training and technical assistance to department Staff College wide

6B. State of the Program - Evaluation: Over the past two years, the Division has spent time reviewing existing processes and work flows to identify areas for improvement. The Division also reviewed the annual College Governance survey and discussed the results pertinent to our Division. Every month during our Division meetings, we present and discuss our SAOs. We also discuss our goals, challenges, suggestions for improvements, and successes.

- During the last survey in 2018, 60% of employees felt they do not have adequate opportunities to participate in the development of financial plans and budgets. This percentage has increased from 40% to 60% since our last program review. To continue improving this measure, the Division will increase communications in the budget development process and support opportunities for employees to participate in their respective department/division budget development. We will also improve the budget development information shared at College governance committee meetings and use those opportunities to receive

feedback on College budget development processes.

- More cross training in the Division will create more transparency, continuity, and efficiency among processes and policies.
- Improving and updating information on Division webpages and communicating those updates with the College will provide resources on budget development, and grant processes.
- Providing trainings and resources for budget development with divisions, and grant and program managers.
- Continue offering budget breaks

7A. SAO Assessment Plan: Division Office:

Problem: College employees want more transparency and communication regarding determining budgets.

SAO: College employees will have opportunities to participate in the development of financial plans and budgets.

Budget Office:

Problem: Conference Advance & Expense Forms approved by Manager and submitted to our office with missing information

SAO: Managers and Staff will know proper procedures and documentation in order to reduce the return and re-submission process thus affecting the reimbursement timeline.

Grants and Compliance Office:

Problem: Outdated and inconsistent information available to campus regarding grants

SAO: Faculty and staff will have information and documents available regarding grants.

Faculty Payroll:

Problem: Inconsistent communication of timelines for adjunct payroll

SAO: Adjunct faculty will get paid timely and accurately.

Short-term hourly & student payroll:

Problem: Paperwork for student hires is not submitted nor are student worker timesheets approved within when needed for timely processing

SAO: Approvers will have detailed information about hiring paperwork and payroll deadlines before each peak hiring time in order to ensure timely and accurate records and payment of temporary workers.

Cashiers' Office:

Problem: Students dropped for nonpayment impacts college enrollment and student success

SAO: Decrease the number of students being dropped for non-payment.

7B. SAO Assessment Results & Impact: 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 one on one trainings to new employees that have budgeting responsibilities for both unrestricted and restricted funds.

The Budget Office has conducted numerous trainings on use of procurement cards and completing forms for reimbursements. Furthermore, the Budget Office has also met with Division Deans and Division Assistants to discuss quarterly budgets for each area. The Director of Professional Development has worked with a college-wide team to create a college Professional Learning Framework. The College Professional Learning Plan is completed and was approved in the Spring of 2017. The Administrative Services webpage provides information on the many roles within the Division as well as a variety of resources for creating and maintaining a budget.

Individuals working in the Budget Office and Cashiers' Office have been cross-trained in many of the job responsibilities in order to create consistent practices throughout the Division.

All Division members have participated in professional learning activities including conference attendance, Admin 101, Institute I, budget workshops, flex days, ASB trainings, emergency prep trainings, district sponsored trainings, and Lynda.com courses. We also have staff participating in the employee tuition reimbursement program to work towards personal educational goals.

Looking Ahead

8. Program Improvement Initiatives: Reference Attached Document.

Program Review Narrative Status: Complete

President/VP Program Review Narrative Feedback:

Related Documents:

[Program Improvement Initiatives.pdf](#)

No Objective were returned for this Program based upon the selected parameters.