2021-2022 Program Review

CAN Program Review (Administrative) - Office of Administrative Services (Fall 2021)

STEP 1: Program Review Narratives

2021-2022

Administrative Program Review (APR)

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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.

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, Payroll, Grants, Cashier's Office, and Shipping and Receiving Services. This division also serves as the college liaison to the District for Campus Safety, Construction, and Facilities Maintenance and Operations. (Staff: VPA)

The Business Office coordinates college budget development and ensures our college budget, accounting, and payroll functions comply 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: College Business Officer; 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 timesheets, submitting timesheets to District Payroll, coordinating fingerprinting, distributing payroll checks for all hourly and full-time 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 paying 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 includes operating and monitoring mail equipment, sorting mail, and distributing mail and package (Staff: Shipping and Receiving Clerk).

3. Community & Labor Needs: Our department transitioned all services, processes, and procedures to the remote modality during the Pandemic. This has changed how we provide services to both students and the college community. Our Team had to go through extensive training to support all the remote services. Some examples of training: Zoom training, SmartSheets, electronic approvals processes and policies, Dropbox, Appserv, Outlook, Mindfulness workshops, etc. We also worked with the District and the College constituents to update our Emergency Standard Operational Procedures (ESOP) for cash collection, procurement, grant, mail services, etc. As the College continues to pursue external funding to support student success, the Budget Office will experience the impact of increased responsibilities. Lastly, as we transition back to face-to-face or hybrid modality, we will reassess our existing policies and procedures.

Looking Back
4. Major Accomplishments: •　　　Increased communication efforts regarding the status of budget, budget calendar, and resource request process throughout the year at PBC, College Forums, Academic Senate and Classified Senate, and Division Meetings.
- Fostered and made progress in cross-training efforts.
- Provided opportunities for professional development for various team members.
- Provided Procard training as well as emphasized the importance of following rules and procedures.
- Improved team communication as well as team morale.
- Continued developing trust and creditability through increased transparency and timely information sharing.
- Preserved a balanced budget in the midst of economic uncertainty and significantly increased need due to pandemic.
- Made progress in completing desk procedures for division.

5. Impact of Resource Applications: Our division did not requested any resources during the last program review.

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
. Team members have been at the college for many years
. Team members have seasoned work relationships with college community and district personnel
- 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
. Limited number or team members places a great deal of dependency on current team members. Further emphasizing the need to cross training and fostering professional
    development opportunities.
- 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. Every week during our team meetings and every month during our Division meetings, we present and discuss our SAOs. We also discuss our goals, challenges, suggestions for improvements, and successes.

- 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.

7A. SAO Assessment Plan: Division Office:
Challenge: 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:
Challenge: Conference Advance & Expense Forms approved by Manager are 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.

Faculty Payroll:
Challenge: Inconsistent communication of timelines for adjunct payroll
SAO: Adjunct faculty will get paid timely and accurately.

Short-term hourly & student payroll:
Challenge: Paperwork for student hires are not submitted on time 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:
Challenge: Students dropped for nonpayment impacts college enrollment and student success
SAO: Decrease the number of students being dropped for non-payment.

Grants Office:
Challenge: College employees want current information and communication about grants
SAO: Updates of the grant's website.

Division Office:
Challenge: District Policies
SAO: College employees will have the opportunity to provide feedback to our Division through a survey

Division Office:
Challenge: College employees submit contracts with missing documentation and at times, contracts are not submitted on time
SAO: Provide workshops to employees and coordinate with the district on timelines for agreements to be approved

7B. SAO Assessment Results & Impact: 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 create and provide one-on-one training to new employees with budgeting responsibilities for both unrestricted and restricted funds.

The Budget Office has conducted numerous training on the 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 Administrative Services webpage provides information on the many roles within the Division and 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 job responsibilities 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 training, emergency prep training, district-sponsored training, and Lynda.com courses. We also have staff participating in the employee tuition reimbursement program to work towards personal and educational goals.

Looking Ahead
8. Program Improvement Initiatives: See attached document.
Program Review Narrative Status: Complete

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