

# College of San Mateo

## COMPREHENSIVE PROGRAM REVIEW GUIDELINES: ADMINISTRATIVE SERVICES

### I. UNIT DESCRIPTION

#### 1.1 What are the services offered and functions performed?

The Office of the Vice President, Student Services, coordinates the administrative services for the college, which support College of San Mateo's Mission and Diversity statements, listed below:

##### *Mission Statement*

College of San Mateo provides an exceptional educational opportunity to residents of San Mateo County and the Greater Bay Area Region. The college is an open-access, student-centered institution that serves the diverse educational, economic, social, and cultural needs of its students and the community. We foster a culture of excellence and success that engages and challenges our students through a comprehensive curriculum of basic skills, career and technical programs, and transfer preparation. The college uses analysis of quantitative and qualitative data and information, collaborative institutional planning, and assessment to inform decision-making and ensure continuous improvement. Our programs and services are structured, delivered, and evaluated to prepare our students to be informed and engaged citizens in an increasingly global community.

To achieve this mission, the college has adopted the following *Institutional Priorities*

1. Improve Student Success
2. Promote Academic Excellence
3. Promote Relevant, High-Quality Programs and Services
4. Promote Integrated Planning, Fiscal Stability, and the Efficient Use of Resources
5. Enhance Institutional Dialog

Mission of Administrative Services

The mission of the Administrative Services unit is to provide outstanding service and support in a manner that promotes the efficient and effective use of financial resources, engaging in sound business practices and assuring regulatory compliance.

The primary services offered and functions performed by Administrative Services are:

- Payroll
- Accounts Payable, including purchase requisitions
- Accounting and Budget
- Cashiering
- Mail Services
- Theatrical facility and services

## Organizational Structure

Reporting directly to the President of College of San Mateo, the Vice President of Student Services provides oversight for administrative services at the college. Administrative services provide service and support for students, faculty, staff and members of the public.

### **1.2 What is the “philosophy” guiding the unit’s operations?**

The overarching “philosophy” is informed by the college’s mission.

### **1.3 Who are the recipients of the services performed?**

The recipients of the services are students, faculty, staff, and members of the public. Administrative Services staff also work closely with a number of district personnel.

### **1.4 Institutional Student Learning Outcomes**

The institutional (general education) student learning outcomes (listed below) serve as the student learning outcomes for Administrative Services.

#### **Effective Communication**

The ability of students to write, read, speak, and listen in order to communicate effectively. Students should be able to:

- Comprehend, interpret, and analyze written and oral information;

- Express ideas and provide supporting evidence effectively in writing and in speaking;
- Communicate productively in a group or team situation.

### **Quantitative Skills**

The ability of students to perform quantitative analysis, using appropriate resources. Students should be able to:

- Solve challenging problems that require quantitative reasoning;
- Interpret graphical representations of quantitative information.

### **Critical Thinking**

The ability of students to analyze information, reason critically and creatively, and formulate ideas/concepts carefully and logically from multiple perspectives and across disciplines. Students should be able to:

- Identify, develop, and evaluate arguments;
- Assess the adequacy of both qualitative and quantitative evidence
- Understand diverse disciplinary perspectives and use appropriate modes of inquiry, including the scientific method.

### **Social Awareness and Diversity**

The ability of students to recognize cultural traditions and to understand and appreciate the diversity of the human experience, past and present. Students should be able to:

- Understand and respect the range of diversity;
- Acknowledge the value of divergent opinions and perspectives;
- Work effectively with others of diverse backgrounds;
- Analyze the interconnectedness of global and local concerns, past and present.

### **Ethical Responsibility**

The ability of students to make, with respect to individual conduct, judgments based on systems of values. Students should be able to:

- Identify ethical issues and understand the conflicts inherent in them;
- Identify possible courses of action in response to ethical issues and evaluate their consequences;
- Demonstrate ethical behavior in working with students, instructors, and the campus community.

## **II. EVIDENCE OF UNIT'S EFFECTIVENESS**

### **2.1 Administrative Unit Strengths**

The greatest strengths of the unit include:

1. Knowledgeable Administrative Services staff
2. Increased use of technology for delivering administrative services to students, faculty and staff.
3. Excellent working relationships with District personnel

### **2.2 Improvement Areas**

See Administrative Services goals and action steps.

## **III. VARIABLES AFFECTING UNIT**

### **3.1 Operational Mandates**

The majority of the administrative services are administered by the Vice President, Student Services and have a significant number of federal, state and local mandates that affect their operation. These include the California Education Code; Title 5; District Rules and Regulations, accreditation Standards from the Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges; and federal mandates which regulate many of the activities. The college must adhere to these mandates.

### **3.2 Accreditation Concerns**

Meeting accreditation standards is a critical component of all administrative services.

### **3.3 Resources Evaluation**

The quantity and quality of resources in the Administrative Services unit are adequate in terms of equipment, supplies and materials.

As a result of the state budget crisis, the Dean of Administrative Services position was unfunded. The duties of this position were redistributed as follows:

***College President:*** Primary administration for the college budget

**Vice President, Student Services:** Primary administration for facilities rentals, payroll and accounting, emergency procedures, mail services, and the theatre.

**Budget Accountant:** Work with the college president to provide administration of the college budget and coordinate all accounting services, purchasing and payroll services.

While this arrangement has been satisfactory due to the knowledge and experience of the business services staff, the unit is in need of a permanent administrative position in order to function effectively. Greater advancements in effective business practices and procedures could be achieved by the oversight of a senior administrator.

In April, 2011, Administrative Services was relocated to new office space in College Center, Building 10, equipped with new equipment and furniture. In summer, 2012, the staff were relocated to larger offices on the 4<sup>th</sup> floor of College Center.

### 3.4 Reflective Assessment of Internal and External Factors

	INTERNAL FACTORS	EXTERNAL FACTORS
<b>Strengths</b>	Knowledgeable, experienced business services staff	
<b>Weaknesses</b>	Lack of permanent administrative position. Dean of Administrative position has been unfunded for several years.	The state budget crisis
<b>Opportunities</b>	<ol style="list-style-type: none"> <li>1. District's basic aid status.</li> <li>2. Mental health grant has provided opportunities to create greater awareness of public safety protocols.</li> <li>3. District sponsored emergency operations training; relocation of EOC to Building 1</li> <li>4. Use of remaining bond funds to provide for equipment purchases for theatre.</li> </ol>	
<b>Threats</b>	The continued uncertain budgetary situation at the State level may pose	Continued uncertainty of the state budget.

	a potential threat to Basic Aid districts.	
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**IV. GOALS, ACTION STEPS, AND OUTCOMES**

**4.1 What are the Goals and Objectives for the unit?**

The administrative services goals relate to several of the college’s Institutional Priorities, listed below:

- Priority 1: Student Success
- Priority 2: Academic Excellence
- Priority 3: Relevant, High-Quality Programs and Services
- Priority 4: Integrated Planning, Fiscal Stability, and the Efficient Use of Resources.
- Priority 5: Institutional Dialog

*The goals for the College budget are described in the Budget Planning Committee Plan, as follows:*

**Goal #1:** *To ensure that the College maintains fiscal stability, including an appropriate contingency level*

*Process:* The Budget Planning Committee has been engaged in ongoing dialogue since May, 2009 regarding the current fiscal crisis at the state and local level. Plans are underway to reduce the budget to 25.1 million for 2009/10 and to approximately 22 million for 2010/11. Eight (8) budget strategies have been approved by the BCP and College Council and are currently being reviewed in greater specificity by the Academic Senate and Committee on Instruction. A proposed list of program/course reduction(s)/elimination has been developed by the administration (Cabinet and Instructional Administrators) and is currently being reviewed by the faculty. Two all faculty meetings, co-sponsored by the Committee on Instruction (COI) and the Academic Senate, have been conducted (October 16 and October 23) to discuss the specific recommendations for program/course reduction(s)/elimination. The forums have also provided an opportunity for faculty to provide input regarding the proposed list. Minutes of the meetings can be found on the Academic Senate website. The Academic Senate has developed a form for faculty to use to provide input on other budget reduction strategies. An all college forum will be conducted on November 5 to further discuss budget reduction strategies.

It is anticipated that the first round of budget decisions will be completed by December, 2009.

The Budget Planning Committee will continue to monitor the state budget carefully, in anticipation of possible mid-year cuts for 2009-10 and further budget reductions for 2010-11.

The indicators for Goal #1 that have been identified and will be influenced by the plan's activities include:

Indicators: 4.1 Fund 1 Ending Balance  
4.2 Budget Stability: Ratio of Actual Expenditures to Total Budget  
4.9 Total Amount of External Grants

The Evaluation or Assessment methods for Goal #1 include:

1. Monitor budget two times per year.
2. Compare year end actual budget with preliminary budget at beginning of the fiscal year.

**Goal #2:** *Establish a budgetary commitment to ongoing funding for the continued replacement of equipment and technology.*

Process: The Chair of the Technology Committee attended a recent Budget Planning Committee meeting to discuss the need for sustainability of college equipment and technology. This is also a requirement outlined in the Accreditation Standards. A presentation was made by the ITS Department to the Board of Trustees, the purpose of which was to share with the Board the magnitude of the problem. The problem has been compounded by the fact the loss of instructional equipment funds from the state and the amount of equipment that will age out at the same time. The approximate district set aside for technology that is needed is approximately \$766,140 per year.

The BPC and Technology Committee will work closely to establish an appropriate operating budget for CSM's equipment and technology needs. The BPC will develop a line item budget for equipment and technology and will fund, based on priorities established by the Technology Committee, a certain percentage of the identified needs. The Technology Committee will also be exploring ways to consolidate computer labs, buy less expensive hardware, and stretch the life of hardware through better care and maintenance.

The indicators for Goal #2 that have been identified and will be influenced by the plan's activities include:

Indicators: 4.1: Fund 1 Ending Balance  
4.2 Fund 1 Budget Stability: Ratio of Actual Expenditures to Total Budget

The Evaluation or Assessment methods to be used for Goal 2 include:

1. Identify a line item in the upcoming preliminary budget for next year to fund equipment and technology.
2. Identify specific funding for equipment and technology.

**Goal #3** *To ensure transparency of the Budget Planning Committee's decisions and decision making process.*

Transparency in the institutional planning process is critically important. This is especially true of the budget planning and decision making process. In times of fiscal crisis and uncertainty, it is important that the college community be well informed and updated regularly. All BPC meetings are now open to all. The Budget Planning Committee, along with all other institutional planning committees, maintains a presence on the PRIE website. All meeting agendas and meeting summaries are posted. In addition, a Suggestion Box has been established to enable faculty and staff to provide feedback on the budget process and decision making, as well as to offer ideas for budget reductions. Most recently, the website has been updated with a specific link to "Budget Reduction Strategies." This link provides information in one central location that is specific to budget reduction strategies.

It will be important to monitor the effectiveness of these and other activities designed to ensure transparency in the Budget Planning Committee's decision making process and decision making.

The indicators for Goal #3 that have been identified and will be influenced by the plan's activities include:

- 5.1 Employee Satisfaction and Perception: Overall Rating
- 5.2 Employee Satisfaction and Perception: Campus Climate

The Evaluation or Assessment methods to be used for Goal #3 include:

3. Semiannual survey of CSM employees.
4. Monthly review of BPC's Suggestion Box.

The Budget Planning Committee, in collaboration with the PRIE office, will develop a faculty and staff survey to determine whether transparency in the budget decision making and budget planning process has been achieved. The survey will be developed fall, 2009 and administered twice each year, in December and April.

In addition, the BPC Chair will meet with PRIE to develop a mechanism for responding to each suggestion that is received in the Suggestion Box. This will



ensure that those who offer suggestions are acknowledged and what, if any, action may be taken by the BPC.

Goal #4 Develop and implement a comprehensive institutional advancement plan to include strategies for fundraising and external grants development.

This particular goal has been identified by ACCJC as a necessary step in order for the college to move forward in the future. If successful this will allow us to improve student success and promote integrated planning, fiscal stability, and efficient use of resources.

The indicators for goal #4 that have been identified are:

- 1.15 Total Amount of Scholarship Funds Awarded
- 1.14 Numbers of Students Receiving Scholarships
- 4.1 Fund 1 Ending Balance
- 4.2 Fund 1 Budget Stability: Ratio of Actual Expenditures to Total Budget
- 4.9 Total Amount of External Grants

The evaluation and assessments methods to be used for Goal #4 include:

Improve student success

Promote integrated planning, fiscal stability, and efficient use of resources.

In addition to the goals identified above, a decision making matrix is being developed to track the process by which important budget decisions are reached.

#### **Other Administrative Services goals include:**

1. Coordinate with the District Financial Services staff to implement the CIAG internal audit process, including improved methods of cash collection for various events (e.g. Jazz on the Hill) (Institutional Priority 3: Relevant, High Quality Programs and Service)
2. Coordinate with District staff to implement new fee payment process for students selecting payment plan (Institutional Priority 3: Relevant, High Quality Programs and Service)
3. Improve the effectiveness of the new credit card machine process (*Institutional Priority 4: Integrated Planning, Fiscal Stability, and the Efficient Use of Resources*)
4. Improve the effectiveness of all campus copy machines (*Institutional Priority 4: Integrated Planning, Fiscal Stability, and the Efficient Use of Resources*)

5. *Improve the facilities rental process by automating the process.*  
(Institutional Priority 3: Relevant, High Quality Programs and Service)
6. Support the Theatre by providing necessary upgrades to aging equipment and technology (Institutional Priority 3: Relevant, High Quality Programs and Service)

## **ACTION STEPS FOR GOALS**

*Goal 1: Participate in CIAG meetings. Complete revisions in operations based on recommendations*

*Goal 2: Work with District staff to implement payment process; ensure process works for students; make modifications as needed*

*Goal 3: Work with District staff to monitor the efficiency and effectiveness of the credit card machine. Provide feedback to district staff as requested.*

*Goal 4: Work with lead cashier to monitor effectiveness of all copy machines. Secure new machines as needed.*

*Goal 5: Work with Business Services staff and Director of Community Relations and Marketing to develop an online rental request form and maintain currency of the facilities rental page.*

*Goal 6: Secure funding to provide for upgrades to the lighting and sound technology in the Theatre.*

### **4.2 Results of Previous Program Reviews**

This is the first comprehensive program review for Administrative Services. Thus, there are no results from previous program reviews.

## **V. SUMMARY OF RESOURCES NEEDED TO REACH GOALS**

### **5. 1 Describe Resources Requested**

<b>Positions Requested</b>	<b>Expected Outcomes if Granted</b>	<b>Expected Impact if Not Granted</b>
Vice President of Administrative Services	Greater coordination of all administrative services functions	Enhancements/Best practices may not be fully implemented.

## **VI. PROGRAM REVIEW PARTICIPANTS AND SIGNATURES**

**Date of Program Review evaluation:**

**Please list the department's *Program Review and Planning* report team:**

Primary program contact person: Jennifer Hughes

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**Jennifer Hughes**

**6-30-13**

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*Primary Program Contact Person's Signature*

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*Other Participant's Signature*

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