

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, Administrative 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 comprehensive business services for the college including fiscal services, budget development and management, expenditure control, purchasing liaison and control, emergency preparedness, facilities rental, contract services, and coordination with District Central Services for operations, college maintenance, safety and security, auxiliary services and capital construction. Administrative Services strives to deliver outstanding service and support in a manner that promotes the efficient and effective use of financial and college resources to support students, faculty, and staff, engaging in sound business practices and assuring regulatory compliance.

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

- Development, financial administration and fiscal management of college budget
- Provide expenditure and purchasing controls
- Manage certificated and classified Payroll
- Accounts Payable, including purchase requisitions
- Cashiering
- Mail Services college wide
- Contract Administration for college for major college commercial contracts
- Provide over site for use of and needs for college facility use; administer college facility rentals including Athletics and Theatrical facility and services
- Coordination with District Public Safety, District Facilities and Maintenance, and District Auxiliary Services to provide services to students, faculty and staff

Organizational Structure

Reporting directly to the President of College of San Mateo, the Vice President of Administrative Services provides oversight for administrative services at the college. The business operations personnel include financial accountants responsible for payroll, cashiering, and facility rentals; a College Business Officer, and a Theater Director. KCSM-TV and KCSM-FM personnel also report to the this unit.

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 works closely with the other two colleges and 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. Successful delivery of Administrative Services helps facilitate the successful delivery of Student Learning Outcomes.

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. Managing the resources of the college to be able to provide for the needs of the students, faculty, and staff
3. Establishing and implementing college and district procedures and processes for the operations of the college in order to deliver services effectively to students, faculty, and staff
4. Increased use of technology for delivering administrative services to students, faculty and staff.
5. Excellent working relationships with District and sister college 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 is administered by the Vice President, Administrative Services and has 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, but there is a need for additional personnel to fully serve the budgetary and operational needs of the college.

As a result of the state budget crisis, the Dean of Administrative Services position was unfunded in 2009 and left vacant for five years. The duties of this position at that time were redistributed among the College President, the Vice President of Student Services, and a Budget Accountant.

With an improving budget, the college was able to hire a Vice President of Administrative Services in January, 2014 to resume the duties that were redistributed as well as take on additional responsibilities. While effective business practices and procedures college wide are being achieved by the oversight of a focused senior administrator, the unit is still in need of a financial analyst who can provide detailed budget analysis and reports to the Vice President of Administration, support the College Business Officer, and also perform oversight of grant monies, personnel documents, and contracts. Some

of these responsibilities are currently handled by a variety of account technicians.

3.4 Reflective Assessment of Internal and External Factors

	INTERNAL FACTORS	EXTERNAL FACTORS
Strengths	Knowledgeable, experienced business services staff including the addition of a Vice President of Administrative Services	Community based funding that allows the college to support community needs that are not tied to FTES.
Weaknesses	The need for an additional staff member to help provide more comprehensive increased analysis to inform college strategic budget planning and allow for grant opportunities to be managed	
Opportunities	<ol style="list-style-type: none"> 1. District's basic aid status. 2. Mental health grant has provided opportunities to create greater awareness of public safety protocols. 3. District sponsored emergency operations training; relocation of EOC to Building 1 4. Use of remaining bond funds to provide for equipment purchases for college including theatre. 	Development of programs for the community that align with the District and College strategic plans.
Threats	The continued uncertain budgetary situation at the State level may pose a potential threat to Basic Aid districts.	Sustainability of some programs if Basic Aid funding were to revert to State funding.

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 majority of the goals identified below have been completed. For specific information, refer to the Budget Planning Committee Plan Status report, which can be found at <http://collegeofsanmateo.edu/institutionalcommittees/docs/BPCPlan2009-2013StatusReport2013.pdf> . This report was presented to IPC in 2013 and reflects the status of each of the goals.

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*

- Developing long-term and short-term financial plans that are aligned with the College's Strategic Plan and the Education Master Plan.
- Recommending annual operating budget to Integrated Planning Committee.
- Monitoring the college operating budget on a quarterly basis and recommending corrective actions if necessary.
- Ensuring that both long-term and short-term budget activities are integrated into College's Institutional Planning Calendar.
- Making recommendations to Integrated Planning Committee with respect to funding available for staffing levels of faculty, classified staff and administrators in conjunction with Human Resources Committee per fiscal year.
- Establishing regular communications with the campus community regarding college budget matters.
- Assessing on an annually basis the effectiveness of the Budget Planning Committee.

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 Vice President of Administrative Services, the Vice President of Instructional Services and the Vice President of Student Services with various committee members will work with the Director of Technology to assess computer lab needs and college wide technology needs. Assessment will include exploring ways to consolidate computer labs, buy less expensive hardware, and stretch the life of hardware through better care and maintenance. The instructional needs will be assessed using Program Reviews generated by programs and Divisions. All identified needs will then be prioritized and purchased as funds allow.

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 implement best practices for business processes and procedures to effectively and efficiently run the operations of the college*

The college has many mandates to adhere to in running the operations of the college including the California Education Code; Title 5 regulations; 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. Administrative Services ensures District and College policies and procedures are in place for so that staff follow these mandates.

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

- 5.1 Written policies and procedures for employees to refer to in the course of business
- 5.2 Employee Understanding and application of established business procedures

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

- 3. Semiannual survey of CSM employees.
- 4. Monthly meetings with Deans, other groups to make sure there is understanding of policies and procedures

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 or 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. Formalize/Incorporate the budgeting function with the role of IPC.

2. Improve budgeting process at the division level.
3. 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)
4. Coordinate with District staff to implement new fee payment process for students selecting payment plan (Institutional Priority 3: Relevant, High Quality Programs and Service)
5. Improve the effectiveness of the new credit card machine process (*Institutional Priority 4: Integrated Planning, Fiscal Stability, and the Efficient Use of Resources*)
6. Improve the effectiveness of all campus copy machines (*Institutional Priority 4: Integrated Planning, Fiscal Stability, and the Efficient Use of Resources*)
7. *Improve the facilities rental process by automating the process. (Institutional Priority 3: Relevant, High Quality Programs and Service)*
8. Support the Theatre by providing necessary upgrades to aging equipment and technology (Institutional Priority 3: Relevant, High Quality Programs and Service)
9. Addition of a Financial Analyst position to the unit to provide grant funding research and monitoring, evaluation and analysis of complex financial projects as directed by management, and other business operations responsibilities to support the business operations unit.

ACTION STEPS FOR GOALS

Goal 1: Discuss format and structure for providing budget information at regular intervals in IPC and ensure linking planning with resource allocation.

Goal 2: Participation in the November, 2014 Business Planning Analysis process.

Goal 3: Participate in CIAG meetings. Complete revisions in operations based on recommendations

Goal 4: Work with District staff to implement payment process; ensure process works for students; make modifications as needed

Goal 5: Work with District staff to monitor the efficiency and effectiveness of the credit card machine. Provide feedback to district staff as requested.

Goal 6: Work with lead cashier to monitor effectiveness of all copy machines. Secure new machines as needed.

Goal 7: 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 8: Secure funding to provide for upgrades to the lighting and sound technology in the Theatre.

Goal 9: Identify Financial Analyst position responsibilities and follow the college program review process for new positions.

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

Positions Requested	Expected Outcomes if Granted	Expected Impact if Not Granted
Financial Analyst	More comprehensive business services including grant monitoring, document oversight, more comprehensive financial analysis of current and innovative programs	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:

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