# Search Standards By User

**Source:** APR
**Cycle:** Administrative Program Review 2016-17
**User Name:** Concha Thia, Mary Chries
**Response Types:** All Responses Types

| 1 | Executive Summary |
|---|---|
| 0 | Executive Summary |

**Response Detail**

No Response Information to Display

**Narrative**

**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 temporary Director of Professional Development and Innovation and a permanent College Business Officer.**

**Suggested Follow Ups**

| Date | Suggested Follow Up |
|---|---|
| No Suggested Follow Ups to Display | |

| 2 | Program Context |
|---|---|
| 1 | Mission |

The Administrative Services Division at Cañada College supports the college's mission through responsible fiscal management, 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.

**Response Detail**

No Response Information to Display

**Narrative**

**The Administrative Services Division at Cañada College supports the college's mission through responsible fiscal management, 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.**

**Suggested Follow Ups**

| Date | Suggested Follow Up |
|---|---|
| No Suggested Follow Ups to Display | |

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2 Program Description

Program description.

**Response Detail**

No Response Information to Display

**Narrative**

**The Administrative Services Division fulfills the following roles: Administrative Services (Division Office), Business Office, and Professional Development. This division also serves as the college liaison to the District for Campus Safety, Construction, and Facilities Maintenance and Operations. (Staff: Michelle Marquez, VPA, Gohar Momjian, Interim Director of Operations).**
**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: Mary Chries Concha Thia, CBO; Vickie Nunes, External Funding and Compliance Officer; Peter Tam, 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. 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: Christine Huynh, Payroll Technician; Sarita Lopez, 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 including, but not limited to entering budgets and monitoring grant expenditures for compliance with requirements and federal and state 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: Rachel Corrales, Senior Accounting Coordinator; Mario Peña, Accounting Technician/ASB Bookkeeper; Hugo Enciso, 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: Henry Guevara, Shipping and Receiving Clerk).**
**Professional Development organizes 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 involves 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. (Staff: Erin Moore, Director of Professional Development).**

**Suggested Follow Ups**

| Date | Suggested Follow Up |
|---|---|
| No Suggested Follow Ups to Display | |

3 Community and Labor Needs

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

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**Response Detail**

No Response Information to Display

**Narrative**

**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 sick leave for short term hourly and student workers, and 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. The increase in these requests results in more administrative time to negotiate, develop, and execute contracts, as well as process invoices and payments.**

**Suggested Follow Ups**

| Date | Suggested Follow Up |
|---|---|
| No Suggested Follow Ups to Display | |

| | |
|---|---|
| **3** | **Looking Back** |
| 4 | Major Accomplishments |

Describe major accomplishments.

**Response Detail**

No Response Information to Display

**Narrative**

**Processed employee payroll accurately and timely; provided 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, pro cards, Banner training, pro card training, and business office processes; increased cross training; developed a College Professional Learning Framework for implementation at the college; established processes for Classified Conference Attendance and Tuition Reimbursement, including funding allocation and application process for the Classified Leadership Institute; organized meetings with grant managers; supported the College's transition to a new technologies and processes; introduced Lynda.com to campus.**

**Suggested Follow Ups**

| Date | Suggested Follow Up |
|---|---|
| No Suggested Follow Ups to Display | |

# Search Standards By User

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5 Impact of Resource Allocations

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

**Response Detail**

No Response Information to Display

**Narrative**

**We purchased a new safe and money counter for the Cashiers' Office. The new money counter has increased the accuracy and efficiency of counting large sums of money, and the new safe has ensured that checks and cash are secure within the Cashiers' Office.**
**In November of 2015, the College hired a temporary Director of Professional Development and Innovation. This position has coordinated efforts across multiple areas of campus to establish a college-wide Professional Learning Framework that will become an integral part of developing a Professional Learning Plan with the new College-wide Professional Learning Committee. These efforts and this position will create a college-wide Professional Learning Program to meet the needs of all roles on campus: faculty, staff, and administrators.**
**The Administrative Services Division has also added a permanent part-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.**
**Recently, the Division added a temporary Director of Operations. Through this position, the grant application, grant management, reporting, and closing processes will be clarified and revised in order to create an effective and efficient process that maintains the integrity of the grant and the College's funding from a variety of sources.**

**Suggested Follow Ups**

| Date | Suggested Follow Up |
|---|---|
| No Suggested Follow Ups to Display | |

**4 Current State of the Program**

6.A. State of the Program - Observation

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

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**Response Detail**

No Response Information to Display

**Narrative**

**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 that have classes cancelled**
- **Balancing time and effort between Fund 1 and Fund 3**
- **Inequitable distribution of fiscal duties at the division level results in Division staff spending time doing tasks that department personnel could do**
- **Anticipating peak times for the cashier's office, and planning staffing to cover peak times**
- **Facility rentals require a great deal of staff time with no dedicated personnel for this function**
- **Communicating procedures campus wide that impact the Division**
- **Overall workload for staff**
- **Reorganizing job responsibilities and hiring short-term employees to cover job roles for individuals who are temporarily reassigned**

**Suggested Follow Ups**

| Date | Suggested Follow Up |
|---|---|
| No Suggested Follow Ups to Display | |

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**Response Types:** All Responses Types

6.B. State of the Program - Evaluation

What changes could be implemented to improve your program?

**Response Detail**

No Response Information to Display

**Narrative**

**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 Division meetings, we discuss our goals, challenges, suggestions for improvements, and successes.**

- **In 2016, 40% of employees felt they do not have adequate opportunities to participate in the development of financial plans and budgets. To improve 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 and refine 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, grant processes, professional learning, etc.**
- **Providing trainings and resources for budget development with divisions, and grant and program managers.**
- **Offering opportunities for inter-campus networking.**

**Suggested Follow Ups**

| Date | Suggested Follow Up |
|---|---|
| No Suggested Follow Ups to Display | |

7.A. SAO Assessment Plan

Describe your program's SAO assessment plan.

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**Response Detail**

No Response Information to Display

**Narrative**

**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: Too many internal findings for procurement cards**
**SAO: Employees will know proper documentation and procedures for using procurement cards in order to reduce internal and external audit findings.**
**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.**
**Professional Development:**
**Problem: College-wide professional development lacks cohesion**
**SAO: Campus employees will learn and refine skills and competencies in a variety of areas pertaining to learning and teaching, communication and collaboration, and career and personal growth and development.**
**Cashiers' Office:**
**Problem: Students dropped for nonpayment impacts college enrollment and student success**
**SAO: Decrease the number of students being dropped for non-payment.**
**Shipping and Receiving:**
**Problem: The U.S. Postal Service comes to campus at inconsistent times reducing efficiency of mail delivery throughout campus**
**SAO: Ensure security and timeliness of mail and package delivery throughout campus.**

**Suggested Follow Ups**

| Date | Suggested Follow Up |
|---|---|
| No Suggested Follow Ups to Display | |

7.B. SAO Assessment Results and Impact

Summarize the findings of your program's SAO assessments. What are some improvements that have been, or can be, implemented as a result of SAO assessment?

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**Response Detail**

No Response Information to Display

**Narrative**

**Anecdotally, we know that 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 just in time training and technical assistance to individuals on campus 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 annual 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 under development and scheduled for completion and approval in the Spring of 2017. The Admin 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 in the working in the Budget Office and Cashiers' Office have been cross trained in a many of the job responsibilities in order to create consistent practices throughout the Division. This includes updating compliance information for processing grants and creating a process for Classified Staff and management Professional Development fund allocations.**
**The Division webpage and webpages for Grants and Professional Learning are also being updated. These updates include personnel changes, resources, and training opportunities.**
**All Division members have participated in professional learning activities including conference attendance, Admin 101, 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.**

**Suggested Follow Ups**

| Date | Suggested Follow Up |
|---|---|
| No Suggested Follow Ups to Display | |

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| 5 | Looking Ahead |
|---|---|
| 8 | Program Improvement Initiatives |

How will you address the opportunities for improvement that you identified throughout the prior sections of this Program Review? What research or training will you need to accomplish these plans? What supplies, equipment, or facilities improvements do you need? Please do not include a written response here. Rather, use the Planning module of SPOL to create your Strategic Action Plans.

**Response Detail**

No Response Information to Display

**Narrative**

**Action Plan Timeline Responsible party Resources required**
**Provide ongoing information about the budgeting timeline, processes, and results to the campus community (formally and informally). Each semester from Spring 2017 – Spring 2019. Michelle Marquez Campus governance survey (Q12)**
**Procurement card document audit Fall 2017, Spring 2018, Fall 2017, Spring 2019 Mary Chries Concha Thia Procurement card reports, general office supplies**
**Update the grants website with current information. Updates completed by Fall 2017 Vickie Nunes & Gohar Momjian Website updates**
**Set monthly payroll deadlines and send reminders to Divisions while auditing monthly reports for accuracy Beginning of each semester Spring 2017, Fall 2017, Spring 2018, Fall 2018 Christine Huynh General office supplies and programs; Banner reports**
**Create a campus-wide Professional Learning Program of regular professional learning opportunities Spring 2017, Fall 2017, Spring 2018, Fall 2018 Erin Moore Campus-wide Needs Assessment; College PL Plan; materials for sessions; feedback surveys; calendar of events**
**Contact students with late payments via SARS call, email, and postcards Spring 2017, Summer 2017, Fall 2017, Spring 2018, Summer 2018, Fall 2018 Rachel Corrales, Mario Pena, Hugo Enciso, Script for phone calls, postcards, postage, labels, Banner reports**
**Determine peak hiring times and send emails to potential approvers 1 – 2 weeks prior to peak times (2 emails per semester) Fall 2017, Spring, Summer, and Fall 2018 Sarita Lopez, Vickie Nunes, Liliana Garcia-Arteaga Draft email, timeline of deadlines, list of approvers, excel log, payroll reports,**
**Request a secure mail bin and communicate new process for mail delivery with the U.S. Postal carrier, including providing a key. Fall 2017 Henry Guevara, Budget Office, VP Marquez Secure mail bin**

**Suggested Follow Ups**

| Date | Suggested Follow Up |
|---|---|
| No Suggested Follow Ups to Display | |

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**Response Types:** **All Responses Types**

9 Personnel Projections

List the current and near-future new or replacement staff positions that you anticipate requesting. Identify the term or year in which you anticipate submitting the staffing request. If none are anticipated, please write "not applicable". (List only; no justification needed here.)

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**Response Detail**

No Response Information to Display

**Narrative**

There is no Narrative Entered.

**Suggested Follow Ups**

| Date | Suggested Follow Up |
|---|---|
| No Suggested Follow Ups to Display | |