Golden West College

NON-INSTRUCTIONAL PROGRAM REVIEW

Spring 2016

Department Name: **Fiscal Services**

Department Contact Information:

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GOLDEN WEST COLLEGE
FISCAL SERVICES
NON-INSTRUCTIONAL PROGRAM REVIEW
Spring 2016

PROGRAM INFORMATION:

Assume the reader doesn't know anything about your program/department. Briefly describe your department and how your department supports one or more of Golden West College's mission and goals. **This description will likely be used on your department's website**.

The role and responsibility of the Fiscal Services office is to ensure the fiscal operations of the campus are planned, controlled, and accurately accounted for in the financial records. This applies to all funds, including appropriated, generated, awarded, donated, or otherwise received or spent by the Campus from any source or for any purpose. The Fiscal Services operation is responsible for the fiscal accountability of grants & categorical programs, the campus district budget, and auxiliary funds.

Program Contributions: Describe how your department contributes to the campus. Consider areas such as diversity, campus climate, student success, campus processes, student support, and other college goals below.

Fiscal Services Office is responsible for all auxiliary operations' budgets, which include the Associated Student Body, Community Services, Enterprise, and Foundation, as well as the campus district budget. It is responsible for disbursement of all grant checks, student loans, scholarship checks, and reimbursements for campus employees. The office oversees the proper handling of all cash for the campus and ensures the internal controls are being followed. Fiscal Services processes all check requests, purchase orders, requisitions, mileage reimbursements, and conference reimbursements for the campus.

College goals (check all that apply):

☒ Fiscal Resources

External Requirements: Indicate any requirements that are imposed on your program/department by the state, federal regulations, or other external accrediting bodies (If applicable).

REVIEW OF LAST CYCLE PROGRAM REVIEW

Provide assessment of your previous program review initiatives. Summarize any accomplishments that your program/department achieved. (2 pg limit) Link to Previous Program Review Reports

#1 College Mission or Goal	#2 Program Objective/ Intended Outcomes	#3 Means of Assessment and Criteria of Success	#4 Analysis of Data Collected *(Did you meet the objective?)*	#5 Use of Results
3. Resources c. Technology GWC will leverage technology resources to facilitate student learning, campus communication, and institutional effectiveness. d. Fiscal Resources GWC will effectively manage financial resources to sufficiently support, maintain, and enhance student learning programs and services.	1. Fiscal Services wants to provide the Golden West College community with a One Card System with the latest card transaction and access technology. This technology will allow for efficient and secure solutions to a vast number of daily operations that emphasize efficiency, economy, and sensitivity to the needs of the campus. The One Card System will also interact with the Banner System and the Food Services System.	a. Find a source of funding to purchase and implement the system for the campus community. b. Develop 5 new external revenue streams. c. Monitor departments (Bookstore, Food Services, Registration, Community Services, Swap Meet, Foundation, and other affected departments) to measure the usage of the card. d. 25% of faculty, staff, and students to use the card during the first year. e. Reduce costs of multiple systems and manual processes.	No, lack of fiscal resources impeded the campuses ability to move forward.	
3. Resources d. Fiscal Resources GWC will effectively manage financial resources to sufficiently support, maintain, and enhance student learning programs and services.	2. Fiscal Services will provide training and workshops to the campus on departmental budgets to ensure that departments live within their budgets for better fiscal accountability of the college.	a. Our intention is provide each department with the tools needed for better planning and fiscal accountability. b. We will be able to monitor the fiscal activities of each department to determine if the training reduces the amount of overspending in certain areas by 15%. c. We will offer training sessions for	Yes, implemented Cube training, deskside training, budget training, Banner training. This process in continuous and shall remain as one of our objectives. Departments have been using the cubes to monitor budget and budget development has implemented the use of the cubes.	

		all campus personnel, whether it be refresher courses, attending department meetings, or one-on-one training.		

SWOT ANALYSIS

Strengths:
- What does your program/department do well?
- What do you believe your students, potential employers, or transfer institutions see as your program's/department's strengths?

- Fiscal integrity and accountability
- Expertise, education, and experience of staff members
- Excellence in customer service to students, staff and district employees
- Fast, efficient, and accurate in processing requests generated from the campus

Weaknesses:
- In what areas does your program/department need to improve?
- What are your program's/department's immediate needs?
- What limitations or barriers is your program experiencing?

- Improve - Continuous training programs for new/current campus staff.
- Improve – Communication.
- Improve – Cross Training of Staff within department.
- Limitations – Staff outside Fiscal Services may not be held accountable for budgets, expenses, procedures or rules and regulations issues.
- Limitations – budget allocation or funding sources.
- Improve/Limitations – Processes: internal and external to Fiscal Services.
- Improve – Budget Development Process.
- Limitations – How do we get staff to participate in training?

Opportunities
- What opportunities exist for your program/department?
- What opportunities exist that may allow your program/department to expand/improve on efficiency?
- What external funding opportunities are available for your program/department? (If applicable)
- What partnerships/collaboration (internal, district-wide, external) can be established or expanded to the benefit of your program/department?

- One Card System purchase and implementation
- Educating the campus on tools for tracking and monitoring department budgets
- Restructuring the Banner organization codes for easier understanding and usage in gathering financial information to track and monitor departmental budgets
- Campus/Office POS system
- Consolidate accounting functions on campus in a Bursar's Office (Admission/Records; Community Services; Athletics (Summer Swim); Enterprise
- Campus-wide Document Management system. Automate manual processes.

Threats/Challenges
- What challenges exist for your program/department?
- What budgetary constraints is your program/department facing?
- Are there upcoming changes to state and federal regulations that will impact your program? Elaborate.

- Funding sources – Sales and PIT temporary increases are to sunset within next two years.
- State and Federal funding rules and regulations change each year making training challenging for faculty and staff (especially for categorical programs)
- Departments adhering to the rules and regulations of the District
- Accountability for departmental budgets and expenses

PROGRAM DATA AND ANALYSIS

Measures of Scope of Program (Who does your department serve? How many do you serve?)

☒ Student   Number of Students Served: 2,013
☒ Faculty   Number of Faculty Served: 112
☒ Staff   Number of Staff Served: 110
☒ Managers   Number of Managers Served: 39

Click here to enter text.

Measures of Effectiveness/Customer Satisfaction?
- What type of data did you use to measure customer satisfaction? Provide your analysis of the data.

We surveyed our customers to measure satisfaction. We measured what services were used, satisfaction or services provided and any additional comments which were provided.

27 staff responded to the survey.

When asked which services were used in Fiscal Services, the top 5 were:
1. Purchase/Change Orders
2. Direct Pay/Check Requests/Reimbursements
3. Travel
4. Deposits
5. Grants/Categoricals

What surprised me was the low response rate for training. Only 22% of respondents listed training as a service which was used.

Question: <u>Timeliness of how Fiscal Services responded to your inquiries</u>. 85% of respondents were very or somewhat satisfied with response time to inquiries.

Question: <u>How Fiscal Services resolved your most recent issue</u>. 92.5% of respondents were very or somewhat satisfied with how a most recent issue was resolved.

Question: <u>The overall customer service level of Fiscal Services</u>. 81.5% of respondents were very or somewhat satisfied with the overall customer service provided by Fiscal Services.

When staff were asked about training provided by Fiscal Services, 8 staff indicated training was provided and 7 responded.

Question: <u>The training I received from Fiscal Services was useful.</u> 85.7% of respondents were very or somewhat satisfied with the training they received from Fiscal Services.

Question: <u>The training I received from Fiscal Services was easy to understand.</u> 85.7% of respondents were very or somewhat satisfied that the training was easy to understand.

Question: <u>Fiscal Services' staff were knowledgeable in the program in which they provided training.</u> 85.7% of respondents were very or somewhat satisfied with the level of knowledge provided by Fiscal Services staff.

This is the first survey of the Fiscal Services office and we plan to use it as a baseline to measure the effectiveness and delivery of our services and training. We believe the survey is encouraging to the level of service we provide.

- What type of data did you use to measure departmental accomplishments? Provide your analysis of the data

The Fiscal Services office is developing measureable units to better identify department accomplishments in the future. Accomplishments are currently identified as new requirements or activities which have been implemented. We have implemented a new grant and scholarship position, financial statement and report improvements, glossary of terms created, improved W9 process, assist with long term financial plan, reconfigure Great Plains account structure, and provided Cubes training.

Measures of Efficiency/Productivity
- What type of data did you use to measure improvements in efficiency and productivity? Focus on:
  - Time
  - Personnel
  - Other Resources

The Fiscal Services office is developing measureable units to better identify improvements in efficiency and productivity.

Review of Budget/Expenditures
Provide a breakdown of your allocated budget and actual expenditures
(Please summarize here and provide excel spreadsheet of your budget as an attachment)

- 99% of the Fiscal Services budget is expended for salaries. The Fiscal Services budget is adequate for its current operations. Any changes to increase student contact or add tasks would require a review to determine if the department can adequately provide service.

PROGRAM PLANNING

Based on your analysis of previous program review and current data/information:
- What does your program want to accomplish in the next three years?
  - New Bursars Office model when Fiscal Services moves into new Student Services Building
  - Implement Auxiliary Workflow for purchases and accounts payable
  - Implement campus-wide POS system which integrates with accounting software
  - Improve Training Program
  - Implement One Card System to consolidate multiple needs and improve student experience on campus (meal card, bookstore card, only one card to carry), eliminate needs for multiple cards (Student ID, library card, ASB sticker, etc.), allow parents to load card via the internet, and use to create revenue with external businesses.

- What areas does your program plan to improve?
  - Improve Fiscal Services Portal

- What specific actions will you take to improve upon those areas?
Training and collaborate with Campus and District resources to provide up to date information for campus staff.
- How will you assess whether your program has accomplished those goals?
Survey campus community to determine effectiveness of implementation and information.

RESOURCE ALLOCATION

In order to accomplish those goals, what resources do you need? You will need to fill out the resource request forms and include them with your Program Review Report. Link to resource request form.

- o Staffing – increase staff by 1.5 FTE (Accounting Assistant 1) to process increased student contacts when Fiscal Service moves into Student Services building
- o Facilities
- o Technology – (1) Consolidate campus-wide POS system (cost $22,000 per year) allows for online payments, eliminates multiple POS systems currently used on campus (theater ticket sales, swap meet, summer swim, community services, etc), integrates with accounting software to reduce manual processes. (2) Implement document management system and workflow ($125,000 initially, $25,000 per year maintenance). Would reduce our need for photocopy machines, allow for workflow for document approval, integrate with accounting software and Banner, reduce manual processes, allow to reallocate staff to other functions.
- o Equipment
- o Funding for Professional Development

Program Updates Checklist

(X) Department Contact Information is up to date: Department Chairs, full-time faculty, classified
(X) Organization Chart: Verify that it is up to date: (q:\college information\org charts) Report necessary changes to the Director of Personnel

Program Manager and VP Review
Complete this section after reviewing all program review information provided. Mgr and VP are to separately indicate the level of concern for the program that exists regarding the following Program Vitality Review (PVR) criteria. Add comments for any item marked with a 1 or 2.
(Scale: 0 – No concern at all, 1 – Some concern, 2 – Serious Concern)
Mgr/VP

(0) / (   ) a. Significant declines in the quantity and/or quality of services from over multiple years

(0) / (   ) b. Precipitous decline in participation in the program

(0) / (   ) c. Significant change in facility and/or availability and cost of required or necessary equipment

(0) / (   ) d. Scarcity of qualified faculty, staff, or management

(0) / (   ) e. Incongruence of program mission with current college mission and goals, or state mandates, etc

(0) / (   ) f. Budgetary issues that warrant significant change in services provided

(0) / (   ) g. Negative impact on other programs caused by the organization or management of this program

(0) / (   ) h. Other _____

Signatures, Individual Comments

Department Head: *Paul Allsire* (signature)   Date: 5/2/16

Comments: Paul Wisner

Vice President: Date:
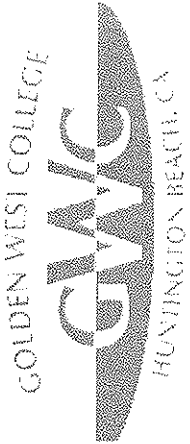
Comments:

( ) No further review necessary

( ) We recommend this program for Program Vitality Review
Justification:

I have read the preceding report and accept the conclusions as an accurate portrayal of the current status of the program.

(mark (X) as a signature and type names)
( )
( )
( )
( )

GOLDEN WEST COLLEGE
GWC
HUNTINGTON BEACH, CA

November 2015

Student Life & Administrative Services
Vice President (D-34)
Janet Houlihan

Fiscal Services
Director (G-24)
Paul Wisner

Fiscal Services
Accounting Assistant III (E-46)
Cidney Chung

Fiscal Services
Accounting Assistant II (E-44)
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