

San Diego Miramar College

2010-2011

Program Review Annual Report

Due:

Program Name: Administrative Services

Date Submitted: _____

Signatures:

Accounting Supervisor: _____ Date: _____

Accounting Supervisor: _____ Date: _____

Senior Office Manager: _____ Date: _____

Hourglass Park Coordinator: _____ Date: _____

Digital Print Prod/Mail Srvs Sup: _____ Date: _____

V. P. Administrative Services: _____ Date: _____

BUDGET/PURCHASING SUPPORT

The Budget and Purchasing Support area of Administrative Services supports the Mission and Goals of Miramar College by providing support to faculty and staff in the areas of Budget Development, Financial Reporting and Purchasing issues.

Note: If you use the electronic file, the boxes will automatically expand as you write.

Did Budget/Purchasing Support work with the campus to establish Tentative and Adopted Budgets? Were budget reports provided to assist administrators with their budget management? Explain process below.

Accounting Supervisor received general fund tentative and adopted budget models from the district Budget office. Contract salaries were downloaded into the budget management module and Sr. Office Manager compared data to Payroll data base. Adjustments were made and input for Tentative and Adopted budgets. The adjunct salaries budget was allocated based on FTE identified by VPI utilizing each school's program review. For the 2009-10 budget, discretionary funds were significantly reduced; however, the same percentage each received in the prior fiscal year budget was used for the allocation of the 2010 discretionary budget. The VPI and VPSS distributed the budgets to their managers and discussions were held. Worked with VPI and VPSS to adjust budget as needed based on available funding.

Worked with program managers, VPI and VPSS responsible for categorical and non-GFU budgets. Provided managers ending balances, apportionment dollars and/or allocations from the district. Managers provided Accounting Supervisor the allocation for their program and data was input into budget.

Tentative and Adopted budgets were input into the Budget Management module by deadlines established by the District Budget. Budget detail, for the general fund and non-general funds budget, was provided to President, VPI, VPSS and VPAS for distribution to their managers.

Created *Budget Development Request Forms* for administrators and managers to use for developing their discretionary budgets. Forms were distributed to President, VPAS, VPI and VPSS the week of October 5, 2009. Forms that are forwarded on to their direct reports are due back to them by December 15, 2009. The President and VPs were instructed to provide the Business Office with completed budget request forms by February 26, 2010.

Date last reviewed: 11/30/2009

Did Budget/Purchasing Support provide financial reports managers and administrators in timely manner?

XGMT reports were provided to managers in a timely manner for each month in fiscal year 2008-09 excluding December 2008 and June 2009. December's reports were not distributed because supervisor was polling managers to verify whether they needed reports they were currently receiving. Supervisor was trying to reduce workload since one accounting technician position was vacated and not replaced. It was almost unanimous that all managers wanted the reports they were currently receiving. Continued process for January 2009 reporting. Changed the date for distribution of month end reports to the week following the closing of the general ledger. The general ledger is typically closed by the

Controller's office 5 business day following month end. Previously reports were run monthly as of the current day the report was run as time permitted. Change was made to run month end report as of the last day of the month after the books were closed for that month. Reports for June 2009 were not run and distributed because the books remained open for year end closing and the annual audit. For 2010, reports will be run in June; however, they will be labeled "DRAFT – not final". Reports for August, September and October were run and distributed timely.

Date last reviewed: 12/01/2009

Did Budget/Purchasing Support provide timely assistance in providing purchasing support to departments and schools?

Departments provide Accounting Technician with requisition requests. Accounting Technician inputs the data into Colleague, within one to two days of receipt. This starts the online process of routing the requisition for approval. If budget is not available for the items requested, the Accounting Technician notifies the requestor. The requestor will provide a new budget or ask for budget to be transferred to accommodate request. Requisition input is delayed due to lack of budget, or the vendor not being set up in the system. If vendor is not set up in Colleague then a Vendor Intake Form and W-9 need to be completed. The turn-around time for requisitions from new vendor will be determined by how quickly the forms are completed and received.

When Accounting Technician is out of the office, there is no back-up to input requisitions; therefore these will be held until she returns. If an emergency exists, the supervisor will work with the district purchasing department to accommodate request.

Date last reviewed: 11/30/2009

ADMINISTRATIVE & PERSONNEL/PAYROLL SUPPORT SERVICES

The Administrative & Personnel/Payroll Support Service Division supports the Mission and Goals of Miramar College by providing accurate and timely Personnel and Payroll services to all college staff, faculty and student employees in an efficient and cost effective manner and with high quality customer service, and provides administrative support in the areas of key/alarm control, construction and facilities rental. Our key purpose is to support administrators, faculty and staff in their efforts to ensure student's success as defined in the campus's mission statement. This division adheres to relevant District policies and procedures, and state and federal regulations.

Did the Administrative & Personnel/Payroll Support Services Division provide accurate and timely personnel and payroll services to campus employees?

Effective October 5, 2009 one of the departments Administrative Technicians has been out on medical leave (OJI). The second Administrative Technician and the Senior Officer Manager have taken up the absent employee's duties, with additional assistance from the Business Office Accounting Technician. This absence has caused delays in some regular duties being completed on time, but overall, primary payroll duties and priority tasks are continuing to be completed during the allotted time and within established deadlines.

This department continues to work closely with the District HR and Payroll offices, periodically meeting to review and streamline current procedures. Contract employees who have direct deposit may now view their warrant copies, as well as other information, online through Web Advisor. This office assists campus staff with access to and the understanding of information that may be viewed on WebAdvisor regarding employee information. Changes are expected in the near future regarding establishing one position per GL. It is also expected that discussions will again begin regarding timecard web time entry and other changes to HR and Payroll processes.

Date last reviewed: 12/03/09

Did the Administrative & Personnel/Payroll Support Services Division provide appropriate support services for campus key/alarm control and facilities rental?

The campus Key Control procedure is currently being reviewed and updated. The Senior Office Manager, with the assistance of the College Police clerical staff, has implemented a process for logging keys/codes issued by semester to more easily track employees who will no longer need access by providing the log to the appropriate managers for review prior to the end of the semester, to allow for an on-hand supply of keys and free up space in room alarm accounts for the next semester. The Senior Office Manager has begun a project to review in conjunction with department managers' employees who currently have key/code access who may no longer require this access or who may no longer be working for the campus. The intent of this project is to regain outstanding keys and verify access.

This division works with community groups for the rental of campus rooms and parking lots for various events, collection of fees and verification of insurance as required. The division works with the Office of Instruction in the coordination of room availability.

Date last reviewed: 12/03/09

Did the Administrative & Personnel/Payroll Support Services Division provide adequate communication to the campus regarding current and future construction projects?

The Vice President of Administrative Services participates in various site and District meetings regarding campus construction projects. The Vice President and the Senior Office Manager attend a weekly construction update meeting with the campus Project Manager, reviewing the current construction projects and changing parking needs. With the number of construction projects currently in progress effecting campus parking and access for students and staff, a parking task force was created to review and communicate the constant changes in parking and access due to construction. These changes are communicated via e-mail, notices on the campus web site and various maps and directional signage placed around campus.

A Signage Task Force has been established with representation from each campus to review way-finding systems in conjunction with site master plans. The Vice President of Administrative Services and the Senior Office Manager will be representatives on the task force.

Date last reviewed: 12/03/09

ACCOUNTING OFFICE

The mission of the Accounting Office is to enhance institutional effectiveness by providing quality customer service to all areas of the college community while maintaining fiscal accountability of cash operations and financial reporting through adherence to and compliance with sound business practices, district policies and regulatory agencies' requirements. We are dedicated to the success of our students and committed to providing financial integrity and accountability to all whom we serve.

Identify how this unit serves the mission of the College. What type of services does this unit provide?

The Accounting Office provides centralized business functions which supports student services and instructional departments, and prepares financial reporting as necessary for internal and external requirements. This unit focuses on four main functional areas:

- Student Financial Services: The Accounting Office is the central collection point used by students to facilitate the completion of the registration process through the collection of mandatory fees and fees for other services. Basic areas of direct services include student charges, collections, returned checks, disbursement of financial aid grants, loans and scholarships to student accounts, and refunds.
- Sponsor Account Services: The Accounting Office is responsible for the control, collection and maintenance of records concerning money due to the College generated by contracts with third party agencies that have authorized payment for student accounts. This includes billing, delinquent account collection, preparation of aging reports and agency statements.
- Cash Management and Banking: This unit handles all banking relations and manages the cash operations of the college, including control of Petty Cash and Revolving Cash Funds, cash receipts and disbursement functions.
- General Accounting and Financial Reporting: This unit maintains all college ancillary accounts and provides accounting services for: Associated Student Body, Fiduciary Trust and Agency Fund, and Co-Curricular Program Fund. This unit also provides financial and tax reporting services for the Miramar College Foundation, Inc.

Date last reviewed: 11/30/2009

What are this unit's strengths and weaknesses?

STRENGTHS:

- Experienced and knowledgeable accounting staff able to assist students and the community with the wide ranging facets of registration procedures and accounting services.
- High level of student satisfaction with Accounting services, reflected on the Point of Service Survey conducted in Spring 2009
- Staff is committed to ensure accuracy, transparency and timely operations in all services provided
- Cross-training has allowed the opportunity for the staff to grow professionally and provides for additional flexibility during our peak registration times in utilizing the staff more efficiently.
- Our daily cash procedures continue to be diligently practiced. Record of overages and shortages is very rare and accounted for.
- Continued collaborative efforts between Accounting and Student Services Units provide for cyclical planning of activities that enhance the student registration process
- Student Financial Services are integrated with District advertisements via the Student Web Portal and class schedules
- Location and proximity to Admissions and Records offer convenience to students
- Staff has actively participated on campus Shared Governance committees and served in Classified Senate executive positions.

WEAKNESSES:

- Lack of work space, meeting space and storage space hinder the support and growth of our program. Our physical space is woefully inadequate.
- Inadequate staffing as indicated in the 2005 Staffing Study conducted by HR. Number of contract staff has remained the same despite workload increases due to new programs and growth in student population.
- Reduced service hours to students and hourly staffing due to budget constraints.
- Technology limitations: Processes for third billing, producing checks for ancillary accounts, and student/vendor refunds are all manual.
- High level of day-to-day interruptions and unexpected surprises on an almost daily basis (especially during peak periods) inundate employees with workload twice as large.

Date last reviewed: 11/30/2009

What activities would you recommend phasing into or enhancing within your unit?

- Enhancing our customer service to students by incorporating the e-commerce capability to setup payment arrangements and providing additional payment options online (currently limited to VISA and MasterCard only).
- A more efficient method/system for issuing student refunds
- Develop methods to issue book vouchers to those students eligible and capability to transmit the data to the bookstore system
- Accounting Office can operate more efficiently if a Third Party Billing Module or system is in place that provides the capability to generate third party invoices and past due notices as well as process payments online
- Automating the collection of student holds and delinquent account balances
- Integrating the activities of college ancillary accounts into Colleague Finance currently maintained outside of the Finance system
- Continuous training of staff

Date last reviewed: 11/30/2009

HOURGLASS SUPPORT SERVICES

Did Hourglass Support Service provide an adequate level of support to Physical Education, Athletics, and Hourglass user groups?

The Hourglass Support Services Department faced many challenges with supporting the needs of Physical Education, Athletics, and Hourglass User groups in addition to the expansive addition of new facilities and technical equipment. Measures were taken to promote staff growth and development through on-going customer service trainings provided by in-house staff. Cross-training department staff was also addressed to assist with the daily operations. The enhanced skills of hourly staff persons were critical to accommodate the numerous injuries and work restriction by the Athletics Grounds Keeper and the AEA position which was defunded. All the resources budgeted to move into the new facilities were used to back fill the key functions of both these positions which created a strain to complete the intended tasks. Progress on moving into the Fieldhouse and organizing inventory and areas has been a slow process. Work productivity has also been addressed through the progressive discipline process which has required a tremendous amount of supervisory work with unfortunately relatively little or no enhanced functioning. The follow are examples of areas where the Hourglass Support Service Department has required additional support:

1. Coaches, Athletic Trainer, and student athletes were needed to assist with set up and tear down for athletic contests for water polo, soccer, and basketball. In addition Hourglass Support Services was not able to provide staff to assist the score table at any of the athletic competitions.
2. Instructors and students were needed to set up for Physical Education classes for badminton, volleyball, water polo, and basketball.
3. Coaches and Athletic Trainer washing uniforms and towels.
4. Hourly staff and both department supervisors are needed at times to assist with back filling for support positions and/or completing critical tasks.
5. The City of San Diego has had significant budget reduction which has resulted in the City obligations having to be addressed by the Hourglass Support Services Department by default. This is evident with clean up of the weekend user groups as well as with managing the daily logistics of public patrons. To get the necessary fiscal resources to fund this work the Hourglass Support Services Department needed to tap into the Hourglass Park hourly funds that had been the purview of the Gardening Department.

In a conclusion to this review I can confidently state that the basic needs of instructional classes in the Hourglass facilities were meet only because of a significant effort exerted by the onsite management.

Date last reviewed:12/7/09

Does the Hourglass Support Service Department have sufficient staffing to support Physical Education, Athletics, and Hourglass user groups?

It is ever apparent that the Hourglass Support Service Department is severely short staffed yet is highly creative in problem resolution and getting critical tasks completed. This has required working cooperatively with the Physical Education Department chair and the Athletic Director to coordinate efforts to support basic instructional needs. The hourly staff has been a tremendous help, however; short term hourly staff requires an intensive effort on the part of the supervisors to train in the many diverse skills required to operate one of the largest athletic complexes in San Diego County. The new NANCE guidelines which were recently adopted created even more turn over in short term part time

staff with the limitations it places on individuals. Student workers prove to be the best choice for the part time work force but class schedule often conflict with peak activity periods. In light of the budget crisis the Hourglass Support Services Department continues to develop systems of management for optimal support of programs with shrinking budgetary resources.

Date last reviewed:12/7/09

Question 3:

Date last reviewed:

REPROGRAPHICS

The Missions and Goals of Miramar College is supported by the Reprographics Department through our commitment to obtain the most accurate and timely support services to our campus operations by providing our faculty/staff/departments and Administrators with high quality printing products and services, switchboard/telephone services, as well as providing District/USPS mail services to the campus community. Overall, the efficient support services we make available helps our campus meet the educational goals of our students and ensure that they succeed in all levels of their educational goals.

How does the Reprographics Department support the Miramar faculty, staff, and departments with its printing services?

The Reprographics Department provides copying services for departments, staff and faculty members. Copying services are provided on a walk-in basis, through on-line requests (which have a 24-hour turnaround time) and through a paper-based request form (again with a 24-hour turnaround time). Most college departments do their own routine copying. Reprographics serves the faculty by word processing and duplicating course syllabi, handouts, tests and quizzes. Due to the campus building projects, Reprographics is now providing temporary way-finding sign services to ensure that students, staff, and faculty find their way around the campus without difficulties.

Date last reviewed: 12/4/09

In what ways does the Reprographics Dept. support communication operations for the campus?

The Reprographics Department provides switchboard services for our entire campus. All incoming calls first come to our switchboard lines and we either answer the callers' questions or transfer the calls to the pertinent department/s. The Reprographics Department also provides all Telephone maintenance services. All physical telephone device and the campus voicemail system service requests is directed to our department first. The Reprographics supervisor handles basic maintenance problems. However, services that can not be resolved are passed off to our 'District Telephony Service Department'.

Date last reviewed: 12/4/09

What are Reprographics Department's responsibilities regarding the handling of the US Mail, District Mail, and the management of the mailroom?

The Reprographics Department provides all USPS and District mail services. All incoming and outgoing items are processed by our staff members which entails the delivery, disbursement, stamping, packaging of all USPS and District mail items in a timely manner. The maintenance, usage, and security of the mailroom is also under our control (i.e. Per semester, re-organization of mailbox slots for faculty and departments is carried out. Ensure packages that are delivered are secured properly and monitor activities of individuals in the mailroom to prevent possible theft).

Date last reviewed: 12/4/09

STOCKROOM/RECEIVING DEPARTMENT

Did the in-stock supplies meet the needs of faculty and staff?

Date last reviewed:

Question 2:

Date last reviewed:

Question 3:

Date last reviewed:

ADMINISTRATIVE SERVICES

STAFFING NEEDS

Is additional staff needed to support your program? If so, please summarize below and include a clear justification for each position.

Administrative & Personnel/Payroll Support Services – Due to the absence of one of the Administrative Technicians since October 5, 2009, it has been difficult for the remaining Administrative Technician and the Senior Office Manager to maintain all the division duties. Due to leaves and meetings, there have been some occurrences where no staff from this division has been available. In the interim, “hourly” assistance is requested to assist in answering office phones, greeting customers and keeping up with minor duties such as filing.

Accounting Office: It was the finding of the Hay Group that conducted a Staffing Study in 2005 that additional 1.40 FTE was needed to support both the General Accounting and Student Accounting functions. FTE incremental increase is also based on a change of 2,650 student registrations per year. In 2006, a .60 FTE Senior Account Clerk position was increased to 1.0 FTE. Since then the need for the additional 1.0 FTE still remains and staff continues to be over-worked. As the college enrollment grows, so does the volume of phone calls, email inquiries, walk in traffic, daily and weekly reports, along with third party billing, student refunds, check requisitions, and other paperwork requests increase. As enrollment continues to increase and new programs implemented, it is important to increase the number of Accounting staff to provide adequate support and maintain a high level of customer service to the community. Many of the functions performed by staff are extremely technical in nature, requiring a high level of skill and a high learning curve. When a staff is absent or employee turnover occurs, it is a challenge to operate while new staff learns the skills necessary. Currently, the Accounting Office relies heavily on trained “hourly” assistance and at times, has staff working on comp-time to avoid negative consequences and to manage the needs of the college community.

Reprographics Support Services – The Reprographics Department at Miramar College had a total of 4 staff members to take care of printing materials, mail(USPS/District), telephone services requests, and copier service requests. As a side-note, the Reprographics Department has a steady flow of work year round and does not have seasonal high demand times like other departments. The Reprographics Department at San Diego Miramar College served a total of **590** instructors in the Spring of 2009. This included: 325 Adjunct/Contract faculty, 200 Police/Sheriff Academy teachers/officers, 65 Fire Technology & EMT teachers. Serving this volume of teachers from 7:30am-8:00pm, Monday-Thursdays and on Fridays, 7:30am-5:30pm with a staff of 4 is quite an endeavor. To follow, our Lead Position was vacated and subsequently the position has been frozen. Consequently, if one or more of our staff members is out or if the Lead Service Assistant position is not filled again in the near future, the critical services we provide would be jeopardized. We anticipate that disruptions in Reprographics services for the faculty & staff could result in delays with overall productions.

Date last reviewed: 12/03/2009

STAFF DEVELOPMENT

Is any training or professional development needed for staff in order to support your program? If so, please summarize below and include a clear justification for each position.

Accounting: Since Accounting offers a wide array of services to staff and students, *continuous* training of personnel is critical and needed in the areas of customer service, technology advances (i.e. e-commerce, Microsoft applications, Accounting software), tax laws, emergency response, and routine accounting procedures. The Accounting Office will continue to integrate training during quarterly meetings with staff to address customer service issues and/or new methods or ideas to improve our delivery of customer service. As in the past several years, the Accounting Office will continue to set aside select Fridays for at least 4 to 8 hours for training on team building and customer service activities.

Date last reviewed: 11/30/2009

FACILITIES

(Formal requests should be submitted to Facilities Committee)

Do you require any new or renovated facilities in order to support your program? If so, please summarize below and include justification for each need.

Accounting: The Accounting Office requires a secure environment for the maintenance of student financial records, accounting forms and negotiable instruments. The office has outgrown its current location in the C-300 building. Narrow walkways, cramped areas, limited work stations and inadequate storage have been the biggest challenge. In addition, the lobby area shared with Admissions gets congested, confusing and is not conducive to the increasing student traffic flow. Future plans call for the Accounting Office to relocate in the new Student Union Building in 2012.

Date last reviewed:

TECHNOLOGY

(Formal requests should be submitted to Technology Committee)

Do you require any new technology in order to support your program? If so, please summarize below and include justification for each need.

Administrative Services: Our division will continue to look to technology to deal with increasing workload, to communicate more effectively with

students, faculty, staff, and the public, and to improve our overall service to the community.

Accounting:

- Will continue to collaborate with Student Services and Information Technology to improve Reg-e, student online registration system and the District Student Web Services portal.
- Need a student system with an Accounts Receivable module. Current student system (ISIS) lacks the ability to produce and track sponsor invoices, payments and sponsor refunds. Accounting relies on other software platforms to manually bill agencies and reconcile sponsor accounts.
- Need to integrate credit card point-of-service processing with ISIS. Window station credit card terminals do not interface with ISIS and the process of authorizing and recording a transaction occurs separately each time and payments are posted manually.
- Need to integrate accounting and reporting of ancillary funds with District's Colleague Finance (CF). Accounting relies on other software platforms for financial reports and databases.

Date last reviewed:

EQUIPMENT

(Formal requests should be submitted to appropriate committee)

Do you require any new or replacement equipment to support your program? If so, please summarize below and include a clear justification for each need.

Accounting:

- Need to replace *minimum* 2 broken office chairs to prevent injuries. Existing office chairs are about 9-10 years old and need to be serviced or replaced. (Note: Need for office chairs will be included in the Student Union FFE list for 2012).
- Need to replace 3 laser printers used at cashiering window stations. Accounting staff use these printers to print student registration receipts/schedule. All 3 produce low quality prints and warranties expired several years ago (will be included in the Student Union FFE for 2012)
- Need 1 scanner for document imaging to store digital copies of backup documents for check disbursements
- Need to acquire QuickBooks (Nonprofit edition) for 5 users
- The shared Copy Machine located in Admissions is no longer in good working condition and relies on salvage parts to repair defects. Warranty for the copier expired in July 2009. (Note: Need for separate copy machine will be included in the Student Union FFE list for 2012 since Accounting will no longer share a physical space with Admissions).
- Need to identify funds to replace 2 back office printers; 3-year warranties are expiring in May 2010 (will be included in the Student Union FFE).
- Need to identify funds to replace 7 desktop computers; 4-year warranties are expiring in June 2011 (will be included in the Student Union FFE).

Reprographics Support Services:

- Need to replace one of our high-production copiers. The copier currently has 6 million clicks and is way past its life cycle.

Date last reviewed: 12/4/09

ADDITIONAL BUDGETARY NEEDS
(Formal requests should be submitted to appropriate committee)

Does your program have any additional budgetary needs that are not included in the previous categories? If so, please summarize below and include a clear justification for each need.

Date last reviewed: