



PROGRAM REVIEW
Administrative Services

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Business Office
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SECTION A RESOURCES AND CAPACITY

What are the mission and goals for your program area, department or office? Identify the indicators and measures for each goal.

The Business Office mission and goals have not been formally defined (key words at bottom of this draft were agreed upon at Admin Services initial program review meeting in March 2005); draft mission and goals as developed by Barbara McCullough. I will need to further work on these with my staff.

Mission: To provide exceptional financial services for Grays Harbor College's students, staff and business partners, while ensuring compliance with all federal, state, and college regulations.

Primary Unit: Business Office
Secondary (sub-unit): Cashiers, Central Accounting, Foundation Accounting, Accounts Payable, Travel/Employee Reimbursements, Grants and Contracts

Goals:

Cashiers:

- Prompt and accurate customer service to students and staff at cashier windows
 - Measure: Positive ratings of 90% on year-end student satisfaction surveys
- Timely and accurate processing and distribution of all student financial aid checks
 - Measure: Financial aid checks are available the next day after FA processing for student pick up in the Business Office
 - Measure: All necessary paperwork and signatures are obtained from students before checks are released

Central Accounting:

- Compliance with federal, state, and college regulations
 - Measure: No findings noted in state audit performed every two years
 - Measure: No material recommendations from State Board annual operations review
- Compliance with State Board and OFM monthly and fiscal year end close requirements
 - Measure: Monthly and year end close deadlines are met
 - Measure: Agency and college due to and due from accounts are in balance and reconciled
 - Measure: At final year end, state allocations per fund are spent down to zero and funds are expended per SBCTC budget allocations criteria

- Measure: At final year end, SMART checklists are in compliance per SB and OFM requirements
- Administrators and staff are provided with accurate financial data via FMS Query reports and understand reports
 - Measure: Positive ratings (90%) of survey

Accounts Payable:

- Timely and accurate payment of all college obligations per State of Washington laws
 - Measure: Within 30 days, or vendor payment terms if less than 30 days

Foundation Accounting:

- Timely and accurate preparation of monthly financial statements and reports for Foundation Board and Executive Director
 - Measure: Monthly financial reports are prepared and reviewed by Executive Director and Assistant Dean for Financial Services two days prior to monthly Board meeting
- Timely completion of annual audit
 - Audit finalized within four months of year-end

Travel/Employee Reimbursements:

- Timely and accurate payment of all travel and employee reimbursements per State of Washington laws and college regulations
 - Measure: Within one week if received by Business Office weekly deadline
 - Measure: Lack of customer complaints

Grants and Contracts:

- Timely billing of all state, federal, local and other contracts to maximize college cash flow
 - Measure: Meet all deadlines set by grantors and business partners for monthly or quarterly billings
 - Measure: No loss of funds due to delinquents billings

How does your program area, department or office support the college administrative unit to which you report (i.e. Student Services, Administrative Services, Human Resources, etc.)?

The Business Office supports Administrative Services in a variety of critical areas as we work closely with several individuals under the VPAS: Purchasing – payment of all procurements/purchases; VPAS – capital projects – payments and monitoring of capital appropriations; VPAS – Asst. Dean provides financial data as needed and backup for VP when out of office; etc.

Is the current budget allocation for your program, department or office sufficient to meet your mission and goals? Why or why not?

Yes – our budget is sufficient for payroll and benefits to staff the office given the current budget situation. No – our budget needs to be increased for much higher costs related to banking and credit card fees, and armored car service. We need to evaluate how credit card fees should be allocated to appropriate departments. Currently fees for bookstore and foodservice transactions run through the Business Office – I believe these should be charged to those auxiliary service areas. The RFP responses to our banking contract will give us additional data on what to expect in the future for banking fees.

Is the staffing for your department, program or office sufficient to fulfill your mission and goals? Why or why not?

Yes, sufficient with employment of 19 hours a week of work study – elimination of this funding would severely impact our office. The loss of any position would significantly impact our current level of service to students and staff.

Is space allocated and available to the department, program or office adequate to fulfill your mission and goals? Why or why not?

Yes – great space in the new building due to design process. Only negative (and it is a big one) is that this department should be collocated with Admissions/Records; Financial Aid; Counseling and other Student Services offices to offer “one stop shopping” for students. My strong recommendation is for this office (or at least the cashiers) to move to the new HUB and for that building’s design to accommodate this move.

Are equipment allocations, available equipment, and technology support adequate to support the services provided and fulfill goals? Why or why not?

Yes – from the college. No from the perspective of the SBCTC system – and this is a system wide issue with the aging HP system. Past and current initiatives to replace/upgrade the HP system have swallowed up SB IT resources (both financial and human) and have prevented new and necessary initiatives to move forward. This is a strategic disadvantage and threat to our college and the system as a whole.

Are all required policies and procedures for your area up-to-date, clear, and easily accessible?

For the most part this statement is true. State and college policies and procedures for travel, reimbursements, forms, etc. are on the website and available to staff, with updates as needed. Internally, we have been working to save desk manuals for each position to our shared drive. The department’s key goal for 2010 is process improvements which will include increased utilization of our shared drives for posting updated and necessary information.

SECTION B ASSESSMENT AND IMPROVEMENT

What evidence do you have to indicate that you are successfully achieving the goals of your department, program or office?

Central Accounting:

- No findings noted in the last several state audits
- State Board annual operations reviews over the last several years have contained no material recommendations
- Monthly and year end State Board close deadlines have been met on time, as noted by no adverse notices from State Board Accounting Services and/or State Board IT

Foundation Accounting:

- Reports are prepared timely and accurately for monthly Foundation meetings as noted by presentation by the Treasurer each month

Travel/Employee Reimbursements:

- Timely and accurate payment of all travel and employee reimbursements per State of Washington laws and college regulations – zero customer complaints and no findings or comments by state auditors

Grants and Contracts:

- Grant billings have been submitted timely with no loss of funds due to delinquent billings

SECTION C IMPROVEMENT AND SUSTAINABILITY

Based on the evidence you gathered in SECTION B:

- How well are you meeting your goals and fulfilling your mission?
 - For the most part, we are meeting the majority of our goals as outlined in section A
- What changes/improvements are you planning/implementing as a result of your assessments?
 - Design and delivery of a customer survey to measure several indicators in Section A – to include students and internal customer feedback
 - Increased emphasis on process improvements for both staff and the department – both accounting and internal controls

- Revision or redesign of monthly budget status and GL reviews to assist in process improvements – identify areas for improvement
- Deliver training to campus community for FMS Query, travel, cash controls
- Evaluation of current administrative policies as related to Business Office
- How sustainable are your current efforts?
 - May be difficult given increased complexity of compliance and accounting, increased workload related to higher student enrollment (from cashier contacts with students to more grants to more third party contracts for student tuition payments), potential budget impacts – key will be to prioritize tasks for every staff member, focus on efficiencies and reduce errors to eliminate unnecessary work and corrections.
- What resources are necessary to make changes and assure an acceptable level of mission fulfillment?
 - Support of VPAS and E Team for Business Office training for campus community and necessary development training for Bus office staff
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- What future trends/issues are likely to impact your area?
 - Current and future budget shortfalls will impact negatively in many ways, perhaps in staffing but certainly in requests for more data to State Board and OFM, and more complex compliance requirements
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- What revisions or additions to your department/program/office goals and indicators are necessary? Provide specifics.
 - **None at this time**

ADMINISTRATIVE SERVICES VISION STATEMENT KEY WORDS 3/8/05
 COLLABORATION, RESPECT, COURTESY, HIGHLY FUNCTIONAL
 LEADERS, CUSTOMER SERVICE, CLEAN AUDITS, BALANCE
 EXCEEDS EXPECTATIONS, COMMUNITY, COMMUNICATIONS
 EXEMPLARY STANDARDS, PROACTIVE, INNOVATIVE
 LIFE-LONG LEARNING, SUPPORT, TEAM