

# FULLERTON COLLEGE

ELEVATING EXCELLENCE.

## Administrative & Operational Services

### 2012-2013 Self-Study

#### Two-Year Program Review Template

### Office of the Vice President of Administrative Services

#### Statement of Collaboration

The department/office staff listed below collaborated in an open and forthright dialogue to prepare this Self Study. Statements included herein accurately reflect the conclusions and opinions of the department/office staff.

#### Participants in the review

- Claudette Dain
- Melisa Hunt
- Sandy March
- Summer Rodriguez
- Ericka Adakai

#### Authorization


After the document is complete, it must be signed by the Principal Author, the Department Manager, and (when appropriate) the Dean or appropriate Immediate Management Supervisor (IMS) prior to submission to the Program Review Committee.

Claudette Dain

Printed name of Principal Author

  
Signature

Interim VP,  
Admin Svc  
Title

  
Date

Claudette Dain

Printed name of Department Manager

  
Signature

Interim VP,  
Admin Svc  
Title

  
Date

Rajen Vurdien

Printed name of Dean or  
Immediate Management Supervisor (IMS)

  
Signature

President  
Title

  
Date

## 1.0 Mission and Goals

Mission, Vision, Core Values and College Goals drive all college activities. Describe how your department/office supports each of these.

The Office of the Vice President of Administrative Services (VPAS) supports the College's Mission, Vision, Core Values, and Goals by providing the financial and physical resources needed to ensure a safe and effective learning environment. The Administrative Services Department includes Facilities/M&O, Campus Safety, Bookstore, Bursar's Office, Business Office, Food Services, and the Mailroom/Production Center.

The VPAS Office provides specific support through the following means:

- Ensuring sufficient funding for various events/activities that support the Mission, Vision, Core Values and Goals of the College and through timely processing of the related expenditure and reimbursement documents.
- Providing proper set-up of facility needs for all related on campus events, including properly maintaining all instructional and instructional support areas.
- Managing the Campus Construction Program and planning for future construction projects.
- Supporting the decision-making process through transparency in the budget development process.

## 2.0 Department/office Description/Data & Trends Analysis

2.1 Describe the purpose, components, and staffing of this office/unit.

The purpose of the Office of the Vice President of Administrative Services is to oversee the business, finance, campus safety, and facility areas of the college. Administrative Services includes the following departments/responsibilities: Bookstore, Bursar's Office, Business Office, Campus Safety, Construction Program Management, Facilities/Maintenance & Operations, Food Services, and Production Center/Mailroom. The staffing of this office consists of the Vice President, one Executive Assistant, and one Administrative Assistant II position which is currently vacant. Also, since July 1, 2011, after the elimination of the Director of Budget & Finance position, the office also consists of 3 Classified Business Office staff; a Business Office Specialist, an Account Clerk II, and a Personnel Services Specialist.

2.2 Staffing – complete the table below:

<b>CURRENT STAFF</b>				
<b>Please list each position by classification in the department/program</b>	<b>Percent of employment</b>	<b>Months per year of employment</b>	<b>Source of funding (General / Categorical)</b>	<b>FTE</b>
<b>Managers</b>				
Vice President	100	12	General	1.0
<b>Classified</b>				
Executive Assistant	100	12	General	1.0
Administrative Assistant II (currently Vacant)	100	12	General	1.0
Business Office Specialist	100	12	General	1.0
Account Clerk II	100	12	General	1.0
Personnel Services Specialist	100	12	General	1.0

Hourly – Adult				
None				
Hourly – Student				
None				
Professional Experts				
None				
<b>Total FTE</b>				<b>6.0</b>

2.3 Other Resources

<b>OTHER RESOURCES</b>				
Please list each position by classification in the department/program	Services Provided	Number of Hours	Overall Cost	Source of funding (General / Categorical)
Independent Contractors				
None				
Volunteers				
None				
Interns				
None				
<b>Totals Hours &amp; Costs</b>				
<b>Total FTE</b>				<b>0.0</b>

2.4 Utilize the data provided in the tables above in a discussion of the appropriateness of the staffing levels of this department/office.

The Administrative Services area is not adequately staffed in terms of number/type of staffing in the actual Office of the Vice President of Administrative Services (overstaffed) and in the overall Business/Finance area (improper staffing levels). The overstaffing in the Office of the Vice President of Administrative Services was recently addressed upon the retirement of the Administrative Assistant II. After the individual which held this position retired, the position was held vacant and there are currently no plans to fill this position.

The concern of inadequate staffing levels in the overall Business (Budget)/Finance area is two-fold. One major concern is with the lack of day-to-day operational management and oversight of the college’s budget and financial matters. Prior to July 1, 2011, this responsibility rested with the Director of Budget & Finance while the Campus Safety, Facilities/Maintenance & Operations, Construction Program Management, and the overall Vice President responsibilities of college planning and administration were under the Vice President of Educational Support & Planning Services (VPESP), or the Vice President of Student Services in the case of Campus Safety. The VPESP position was also eliminated at the same time the Director of Budget & Finance

position was and, instead, the Vice President of Administrative Services position was created. This reorganization brought all the departments listed above under the Vice President of Administrative Services with an operational level manager responsible for the day-to-day operational oversight in every area/department, EXCEPT for the Business (Budget)/Finance area. Due to the nature of the responsibility in this area, as well as the susceptibility for inadequate budget control and/or errors and irregularities in financial reporting, the college is at risk without proper day-to-day operational oversight in the Business (Budget)/Finance area. This concern is compounded as one of the key Business Office Classified Staff, the Business Office Specialist who worked closely with the former Director of Budget & Finance for approximately 20 years, will likely be retiring in the near future. While she has helped bridge the gap by providing high-level, experienced, operational assistance to the Vice President of Administrative Services, her knowledge and experience will be extremely difficult to replace with any entry-level Classified staff position, which will further exacerbate the lack of adequate oversight in the Business (Budget)/Finance area.

#### 2.5 How does this department/office serve the population of the college?

The VPAS Office is responsible for the entire College's fiscal (budget and financial) and physical (Construction and Facilities) resources. The VPAS balances the College's needs with the fiscal and physical resources available and plans for future needs by identifying the availability of any future resources.

A primary function of the VPAS is serving on the College's Executive Staff, meeting weekly with the College President and the other Vice Presidents to discuss issues affecting the College as a whole. The VPAS chairs the Planning & Budget Steering Committee and the Facilities Advisory Group. The VPAS also serves as a resource member on a number of committees on campus such as the President's Advisory Council, Deans' Council, and the Program Review Committee. The VPAS also serves as an advocate for the College on a number of District-wide committees such as the Council on Budget & Facilities, the Budget Officers Group, and the District Facilities Committee.

#### 2.6 Since the previous Program Review Self-Study what significant changes have occurred that impact the services of this department/office?

Due to the reorganization described above, the Office of the Vice President of Administrative Services did not previously exist so this is the first program review self-study for this office. However, the void in the Business (Budget)/Finance area, resulting from the recent reorganization, is a significant change that has impacted the services of the Administrative Services office. Another significant change that has impacted this office has been the turnover at the Vice President level. Over the last two and one-half years, this office has had four different individuals serving as Vice Presidents in either Permanent or Interim capacities.

#### 2.7 A. What methods are used to evaluate the department/office's effectiveness to the population that interacts with this department/office?

No quantitative evaluation methods are currently being used to evaluate the department's effectiveness. Qualitative methods include focused discussions with the area's managers, the President's Executive Staff, members of the Planning & Budget Steering Committee and the Facilities Advisory Group, as well as other Deans, Managers, faculty, and staff.

- B. What do the results of the above methods of evaluation indicate about the effectiveness of the department/office?

The results of the qualitative evaluation methods revealed that overall the department is effective but some areas needed improvement; such as the manner in which meetings were chaired and budget information was shared under the direction of the previous Vice President. This is explained in more detail in the following section.

- C. How have the results of this analysis been used to make improvements to services provided by this department/office?

The results of the evaluation methods revealed that the Planning & Budget Steering Committee was not functioning effectively during the 2011-12 fiscal year. Modifications have been made to this committee to address the concerns revealed. Examples of such modifications include developing written guidelines for the committee's function and purpose, and the timely sharing of adequate budget and fiscal information.

The results of the evaluation methods also revealed that there was an overall lack of sharing financial and budget information with the campus community. Modifications have been made to improve in this area, including providing budget updates and answers to inquiries in Faculty Senate meetings, Deans' Council meetings, Managers' meetings, President's Open Forums, etc.

- 2.8 Describe any laws, regulations, trends, policies and procedures or other influences that have an impact on the effectiveness of your department/office.

The Administrative Services office is responsible for ensuring compliance with all applicable laws and regulations that affect budget and financial reporting. This office is also responsible for the College's financial and compliance independent audit. Thus, any changes to Title 5, Federal and State legislation, and audit requirements impact the policies and procedures of this department.

- 2.9 Provide any other data that is relevant to your self-study.

The Administrative Services office also serves as the liaison between the College and the District for all financial, budget, and construction-related issues. Thus, any changes to the District's policies and procedures in any of these areas, also have an impact on the internal policies and procedures of this office.

### **Strengths, Weaknesses, Opportunities, Challenges (SWOC)**

- 2.10 Based on your analysis in 2.1 through 2.9, what are the strengths of your department/office?

The department currently employs various experts in Finance with advanced degrees in Accounting and professional experience working in Accounting and Auditing for many years. Collectively, we have a multitude of experience not only with Fullerton College and the NOCCCD, but also with other colleges, and governmental accounting and auditing experience within this industry and other governmental industries. This provides for experienced and effective financial and budgetary oversight, resulting in compliance with all applicable laws and regulations, and also resulting in favorable external audit results.

2.11 Based on your analysis in 2.1 through 2.9, what are the weaknesses of your department/office?

The lack of an operational manager responsible for the day-to-day budget and financial oversight provides a significant challenge for the department. As part of the VP's normal responsibilities, active involvement in various campus, district, and community events (regular local and statewide meetings and other events/activities), necessitate that the VP is frequently out of the office for a substantial portion of the day(s). Without any other management position available to answer questions, review documents, and make appropriate decisions from a trained financial perspective, the department is vulnerable in its overall effectiveness in providing adequate financial and budgetary oversight and monitoring. The VP not having a "right-hand" person, responsible for the College's day-to-day fiscal and budget matters, is a significant weakness of the department as it creates an inherent risk of overlooking something.

2.12 Based on your analysis in 2.1 through 2.9, what opportunities exist for your department/office?

Since the department/office was recently created, as a result of the reorganization effective July 1, 2011, an opportunity exists for the department to establish new projects or programs and/or enhance existing projects or programs to support the College's Mission, Vision, Core Values, and Goals.

2.13 Based on your analysis in 2.1 through 2.9, what challenges exist for your department/office?

A key challenge that remains for this department is that it still has not achieved stability in the VP position. The position is currently filled on an interim basis with the permanent recruitment process beginning at around the time of this self-study report. Despite the outcome of the recruitment process, the significant amount of turnover that has taken place at this position level provides a challenge not only for the staff of this department/office but for the overall campus community that works closely with this office.

### **3.0 Evaluation of Processes used by Department/Office or Services**

3.1 Describe any ongoing or systematic method used to evaluate the efficacy of processes used by your department/office.

The formal ongoing and systematic evaluation method used is the results of the annual audit done by the District's contracted independent auditors. The Office also utilizes feedback from others as an informal evaluation method.

3.2 Provide example(s) of how this self-analysis has led to continuous quality improvement.

The department has modified its approach to much of the paperwork that gets submitted to this office for review and approval. For example, to ensure the timely processing of all paperwork (especially when the VP is out of the office for long periods of time due to the demands of the position) review and approval authority has been delegated in some cases to the Bursar Manager and in other cases to the Business Office Specialist. The department has also implemented a second-review process in the case of items requiring approval by the VP. For these items, the Business Office Specialist serves as the initial reviewer, responsible for communicating with the campus population if forms are incomplete, inaccurate, and/or if additional information is needed. Once the items have been completely reviewed by the Business Office Specialist,

review is indicated by initialing beside the signature line. This has allowed for more timely review and processing of the documents coming through this office.

#### 4.0 Service Area Outcomes (SAO) Assessment

4.1 List your SAOs and complete the expandable table below.

	Service Area Outcomes (SAO)	Date Assessment Completed	Date(s) Data Analyzed	Date(s) Data Used For Improvement	Number of Cycles Completed
1.	The VPAS will collaborate with the District on facility and scheduled maintenance planning to ensure adequate funding and effective utilization of resources to address College facility needs.	In Progress	In Progress	In Progress	In Progress
2.	The VPAS will collaborate with the Vice President of Instruction to develop an allocation/planning mechanism for generating Extended Day FTES to appropriately serve the student population and/or changing program needs/demands.	In Progress	In Progress	In Progress	In Progress

4.2 Assessment: Complete the expandable table below.

<b>Service Area Outcomes Assessment for the Administrative/Operations Division of Fullerton College</b>				
SAO Number	Intended Outcomes	Means of Assessment & Criteria for Success	Summary of Data Collected	Use of Results
1.	The VPAS will collaborate with the District on facility and scheduled maintenance planning to ensure adequate funding and effective utilization of resources to address College facility needs.	The VPAS will attend regular meetings with the District Director of Facilities and the Vice Chancellor of Finance & Facilities.  Criteria for Success will be securing funding for Scheduled Maintenance needs and/or establishing an adequate Scheduled Maintenance plan for future funding should funds become available.	In Progress	In Progress
2.	The VPAS will collaborate with the Vice President of Instruction (VPI) to develop an allocation/planning mechanism for generating Extended Day FTES to appropriately serve the	The VPAS and VPI will coordinate a plan based on the College's instructional needs and aligned with the	In Progress	In Progress

	student population and/or changing program needs/demands.	College budget.		
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4.3 How has assessment of SAOs led to improvements in services provided to the consumer by this department/office?

N/A – SAO’s are still in progress at this time.

4.4 What challenges remain to make your department/office SAOs more effective?

N/A

4.5 Describe how the department/office’s SAOs are linked to the college's goals.

(See <http://programreview.fullcoll.edu/>)

The SAO’s support College Goal #1 to promote excellence in learning by providing the fiscal and physical resources necessary to support student learning.

### 5.0 Evaluation of Progress Toward Previous Goals

5.1 List the goals from your last self-study/program review.

N/A – this is the first self-study/program review for the Office of the Vice President of Administrative Services.

5.2 Describe the level of success achieved in the goals listed above.

N/A

5.3 In cases where resources were allocated toward goals, evaluate the efficacy of that spending.

N/A

### 6.0 Goals

Using the table below, list the short and long term goals (a minimum of two for each) for your program. These goals should follow logically from the information provided in the self-study. Use a separate table for each additional goal.

6.1 Short-term Goals (for this two-year cycle)

SHORT TERM - GOAL #1	
Identify Goal:	Prioritize the College’s facilities master plan
Describe the plan to achieve the Goal (Action-Plan):	The VPAS will convene a workgroup, with various constituency groups represented, to review the College’s facilities component of the Comprehensive Master Plan to prepare a prioritized list of building needs. Upon endorsement, this list will become the College’s Facilities Master Plan to be used for construction planning purposes for any potential future funding sources.



What <i>Measurable Outcome</i> is anticipated for this goal?	The creation of a complete, prioritized list, endorsed by PAC.
What specific aspects of this goal can be accomplished without additional financial resources?	This entire goal can be accomplished without any additional financial resources.

<b>SHORT TERM - GOAL #2</b>	
Identify Goal:	Restore the campus to pre-bond condition after the completion of the 700/900 Technology and Engineering Complex. This includes removal of modular classrooms, and repairing and restoring affected parking lots and other construction-related areas.
Describe the plan to achieve the Goal (Action-Plan):	Hire appropriate consultants and coordinate with appropriate staff to design, bid, and begin the work while coordinating the timely execution of each phase of the project to coordinate the 700/900 construction timeline and the instructional timeline for all swing space areas and the new building.
What <i>Measurable Outcome</i> is anticipated for this goal?	Removal of all modular swing-space units and restoration of the applicable parking lots.
What specific aspects of this goal can be accomplished without additional financial resources?	None.

6.2 Long-term Goals (three to six year cycle)

<b>LONG TERM - GOAL #1</b>	
Identify Goal:	Complete the scheduled maintenance projects already identified and funded under previous VP's in this position.
Describe the plan to achieve the Goal (Action-Plan):	Work with appropriate personnel to plan the timely execution and management of each of the projects.
What <i>Measurable Outcome</i> is anticipated for this goal?	Completion of all scheduled maintenance projects identified prior to 2011-12.
What specific aspects of this	Assuming proper planning took place when the projects were

goal can be accomplished without additional financial resources?	initially identified, this goal should be able to be accomplished without any additional resources beyond those already set aside for this purpose.
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<b>LONG TERM - GOAL #2</b>	
Identify Goal:	Address the adequacy of staffing in the Office of the Vice President of Administrative Services and realign the roles and responsibilities of the staff in the various departments under the Office of the VPAS.
Describe the plan to achieve the Goal (Action-Plan):	As positions become vacant, consider modifying, consolidating, and/or realigning responsibilities to ensure that any future hires appropriately address the larger staffing plans of the overall department(s).
What Measurable Outcome is anticipated for this goal?	Modifications to current staffing structures.
What specific aspects of this goal can be accomplished without additional financial resources?	No additional resources are anticipated at this time in order to address the overall staffing levels. However, any modifications to positions may result in minor cost/saving adjustments per the district's budget allocation model. These potential difference adjustments will be considered as part of the overall staffing plan.

## 7.0 Requests for Resources

Complete a new table for each goal listed in 6.0 that would require additional financial resources. These requests for resources must follow logically from the information provided in this self-study.

7.1

<b>Short Term Goal</b> <input checked="" type="checkbox"/>		<b>Long Term Goal</b> <input type="checkbox"/>
<b>GOAL NUMBER</b> <u>  2  </u>		
<b>Type of Resource</b>	<b>Requested Dollar Amount</b>	<b>Potential Funding Source</b>
Personnel		
Facilities	<b>\$750,000</b>	<b>Carryover Funds and Restricted Parking Funds, as allowable</b>
Equipment		
Supplies		
Computer Hardware		
Computer Software		
Training		
Other		
<b>Total Requested Amount</b>	<b>\$750,000</b>	
Describe how this resource request supports your ability to achieve your stated goal: <b>In order to achieve the stated goal, resources are needed for Architect</b>		

and other Consultant Fees, Contractor costs for parking lot renovations and other landscaping needs, and modular building removal costs.
What measurable program outcome(s) does the resource request address? N/A

7.2

<b>Short Term Goal</b> <input type="checkbox"/> <b>Long Term Goal</b> <input type="checkbox"/>		
<b>GOAL NUMBER</b> <u>  N/A  </u>		
Type of Resource	Requested Dollar Amount	Potential Funding Source
Personnel		
Facilities		
Equipment		
Supplies		
Computer Hardware		
Computer Software		
Training		
Other		
Total Requested Amount		
Describe how this resource request supports your ability to achieve your stated goal:		
What measurable program outcome(s) does the resource request address?		

## 8.0 Self-Study Summary

This section provides the reader with an overview of the highlights, themes, and key segments of the self-study. It should not include new information that is not mentioned in other sections of this document.

The primary function of the Office of the Vice President of Administrative Services is to support the College's Mission, Vision, Core Values, and Goals by providing the financial and physical resources needed to ensure a safe and effective learning environment. The VPAS Office includes the following departments: Facilities/M&O, Campus Safety, Bookstore, Bursar's Office, Business Office, Food Services, and the Mailroom/Production Center. The VPAS Office provides support by ensuring sufficient funding for various events/activities, providing proper set-up of facility needs for all related on-campus events, and maintaining all instructional and instructional support areas.

The Vice President of Administrative Services is also a member of the College's Executive Staff, participating in the President's Executive Committee which includes the College President, the Vice President of Student Services, and the Vice President of Instruction, responsible for the overall College Leadership.

As the Chief Business Officer for the College, the Vice President of Administrative Services is also responsible for leading the Planning & Budget Steering Committee, supporting the decision-making process through transparency in budget development, and overseeing the College's overall business and financial operations. The Vice President of Administrative Services is also responsible for managing the Campus Construction Program, and planning for all future construction needs.

To summarize a key concept presented in this self-study, a weakness of the department/office is not having a "right-hand" person, responsible for the College's day-to-day fiscal and budget matters. This creates an inherent risk of overlooking something due to the volume and nature of transactions that run through this department. Without any management position, other than the VP, available to answer questions, review documents, and make appropriate decisions from a trained financial perspective, the department is vulnerable in its overall effectiveness in providing adequate financial and budgetary oversight and monitoring. This is an area that will need to be addressed as part of the goal of addressing the adequacy of staffing in the office.

Division Deans' or appropriate Immediate Management Supervisor (IMS)  
Response Page

*I concur with the findings contained in this Program Review.*

*I concur with the findings contained in this Program Review with the following exceptions (include a narrative explaining the basis for each exception):*

*Area of exception:*

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*I do not concur with the findings contained in this Program Review (include a narrative exception):*

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