1. Support Services Report Template

Report Info

Name of the person completing this report: Jennifer Toor
Title of the person completing this report: Fiscal Manager
Supervisor/dean reviewing report: Brian Cook
Service: Fiscal Services
Division/College: DCIE

3. Mandated Service

1.1 Please indicate below if any aspect of the service is legally mandated by any of the following and provide the relevant reference.

State Law: Ed Code 89704, 89708
Executive Order: 1047

Provide a brief explanation, if necessary, in < 60 words.

4. Importance of Service

Briefly describe the service in terms of its primary function(s) and purpose(s) using < 120 words

Provide fiscal support for all DCIE departments and programs: faculty/staff/student hiring/payroll, purchasing, AP/AR, budget and reporting for areas/departments/programs, business process development/training, chart-of-accounts management, templates/forms, research/resolve discrepancies, etc.

2.1 Who are the primary receivers of this service? (Please enter the percentage of each user group that is relevant)

Students: 40%
Faculty: 20%
Administrators/staff: 15%
Colleges/departments: 18%
Community outside University: 7%
Total: 100%

2.2 Please indicate the direct or indirect impact of the service on students for each of the three University Action/Student Impact Areas listed below (for example processing financial aid applications would be direct impact on students while managing utility services would be indirect).

<table>
<thead>
<tr>
<th></th>
<th>Direct Impact on Students</th>
<th>Indirect Impact on Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td></td>
<td>✔️</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>✔️</td>
<td></td>
</tr>
</tbody>
</table>
After college (helping students establish meaningful lifework and be socially responsible contributors to society)

Provide a brief narrative (<60 words each) explaining your selection for each area.

<table>
<thead>
<tr>
<th>Area</th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>Process/approve ALP documentation; establish/manage processes/paths by which services are provided to students. Provide fiscal services which directly enable DCIE to offer all services/courses to students.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Provide fiscal services which directly enable DCIE to offer all services/courses to students.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>Provide fiscal services which directly enable DCIE to offer all services/courses to students. Opportunities to meet career requirements, obtain certificates, pursue/achieve personal and professional growth, etc.</td>
</tr>
</tbody>
</table>

Link to Scoring Rubric

2.3 Applying the four choices presented below, please indicate the consequence of NOT having this service on each of the actions in the left hand column.

<table>
<thead>
<tr>
<th>Area</th>
<th>4 - Service provides evidence of direct impact in more than one area</th>
<th>3 - Service provides evidence of direct impact in one area</th>
<th>2 - Service provides evidence of indirect impact in more than one area</th>
<th>1 - Service provides evidence of indirect impact in one area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td></td>
<td></td>
<td></td>
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Provide a brief narrative (<60 words each) explaining your choice.

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<th>Area</th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each selection)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>Without DCIE fiscal services, ALP would not validate/track international program waivers, all processes would be severely delayed (hiring, payroll processing, procurement, payables, etc.)</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Without DCIE fiscal services, tracking revenue and expenses related to specific programs would be nearly impossible. The financial viability of a program could not be assessed. The infrastructure that keeps the finances moving would crumble.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
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Link to Scoring Rubric

2.4 Alignment with Shared Strategic Commitments

How does this service contribute to or align with any of the eight Shared Strategic Commitments (SSC) listed below?

<table>
<thead>
<tr>
<th>SSC</th>
<th>Description (&lt;60 words for each SSC)</th>
</tr>
</thead>
</table>

If aligned or contributing, provide a description. (<60 words for each SSC)
Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship

Enhance our inclusive campus, responding to the backgrounds and interests of our diverse community and promoting their academic, professional and personal development

Serve students first, by expanding access and enhancing each student’s educational experience and prospects for success as a graduate and lifelong learner

Foster a vibrant community through enriched student services and student life that support student engagement and learning

Contribute to a sustainable planet through our academic programs, university operations, and individual behavior

Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University

Support the civic, cultural, and economic life of all communities in the regions we serve through partnerships that promote education and social responsibility

Demonstrate our continuing record of leadership and innovation in higher education, focused on 21st century skills, including science, technology, engineering, and mathematics (STEM)

| Work with other departments to develop business processes; training; sharing of DCIE developed forms/processes. Fiscal team participates in the campus LEEP program both as participants and presenter. |
| Ensure accurate reporting of fees/tuition for all DCIE programs (international and domestic.) Establish/manage processes/paths by which the CSUEB Osher Lifelong Learning Institute provides learning opportunities for mature students (50+) through the SF Bay Area. |
| DCIE Fiscal Services converted to paperless files 2+ years ago. |
| DCIE Fiscal Services team is completely cross-trained; provides training to various entities across campus; established business processes which are modeled; foster excellent working relationships across campus. |
| Establish/manage processes/paths by which the CSUEB Osher Lifelong Learning Institute provides learning opportunities for mature students (50+) through the SF Bay Area. |
| All of our services must be provided in an accurate/timely manner. We ensure continuity of services through our cross-training |

### Link to Scoring Rubric

**2.5 How might the demand for this service change over the next five years? (Please choose one category below).**

**Likely to increase**

Provide a rationale for your choice (assumptions, impact of new policy, etc.) in <120 words.

DCIE continues to develop and offer new programs to meet with ever-changing and growing demands/needs of our students as well as our surrounding community. DCIE Fiscal Services have realized efficiencies through work-flow/process mapping and training. However, we will need to expand our staff within the next 1-2 years in order to continue to provide our current level of excellent customer (internal/external) service and ensure continued accuracy of our financial transactions/reporting.

### Link to Scoring Rubric

**3.1 Do you assess the quality of the service you provide?**

**Yes**

If “Yes”, what benchmarks, best practices or measures of success, either internal or external, do you use to measure service quality (e.g., timeliness, accuracy, adequacy, meeting deadlines, satisfactory completion of assignment, etc.)? Please describe in <120 words. If no, please explain.

All of our services must be provided in an accurate/timely manner. We ensure continuity of services through our cross-training
program. We work closely with HR, Payroll, AP, AR, Student Services, PEMSA, Accounting, Budget, Procurement, etc. to ensure that our business processes are in alignment with and complement their processes as well as ensure compliance with CSUEB, CO and state policies, regulations, codes and laws. Additionally, we frequently request fiscal team training and in-turn provide DCIE staff training to new processes/requirements. We’ve implemented several cross-checking mechanisms in our daily business processes and we all participate in an internal month-end reconciliation process to ensure the accuracy of our transactions and to resolve discrepancies as needed.

**Link to Scoring Rubric**

3.2 During the last three years, have you adopted any measures to improve the quality of this service? Please describe in <120 words.

Implementation of a new chart-of-accounts, training, new business processes, forms, procedures, new hire (payroll clerk), electronic financial documents (accessible by fiscal team) filing system, fostering of working relationships, etc.

**Link to Scoring Rubric**

3.3 What idea(s) do you have for improving the quality of this service within existing resources (e.g. development of benchmarks, surveys, feedback, etc.)? Please describe your plan(s) in < 120 words.

Continued training to new procedures/policies, professional development, continue to provide the tools and resources necessary to ensure sustainable success of the team.

**Link to Scoring Rubric**

3.4 What ideas do you have for improving the quality of the service if additional resources were provided. Please describe your idea(s) in <120 words.

The team would benefit greatly by working in closer proximity to one-another.

**Link to Scoring Rubric**

3.5 Do you use any formal or informal process to assess the level of satisfaction of the service users?

Yes

If yes, describe the process and most recent results in <120 words. If no, please explain.

The majority of our services are required/provided within a specific time period (such as payroll and vendor payments.) Our customers would certainly provide negative feedback if it were warranted. We do solicit feedback following training and the implementation of new processes.

**Link to Scoring Rubric**

3.6 The university recently conducted a customer satisfaction survey for some services (results for this service are attached, if applicable). Do you have any comment or response to the results? Please describe in <120 words.

**Link to Scoring Rubric**

3.7 Do you have any formal or informal guidelines for personnel in your department regarding how to treat/interact with receivers of this service?

Yes

If yes, please describe in <120 words. If no, please explain.

The fiscal team discusses challenges and offers solutions to one another. We strive to maintain excellent relationships with all
customers. While these cases are infrequent, I have specifically instructed fiscal team members not to engage in any interaction that they deem to be threatening or abusive in any way. They are to respectfully and politely disengage and refer the individual to me or an appropriate campus administrator.

Link to Scoring Rubric

3.8 Does your service have annual goals (targets) of achievement regarding the **quality** of the service provided?

Yes

If yes, describe the annual quality goals (targets) and indicate if the service achieved those goals (targets). Please provide evidence, if possible, in <120 words. If no, please explain.

Again, the majority of our services are required/provided within a specific time period (such as payroll and vendor payments.) We constantly/consistently strive to meet/exceed expectations/deadlines.

Link to Scoring Rubric

3.9 Does your service have annual goals (targets) of achievement regarding the **quantity** of service provided?

No

If yes, describe the annual quantity goals (targets) and indicate if the service achieved those goals (targets). Please provide evidence, if possible, in <120 words. If no, please explain.

Our services are not "quantity" driven although we execute, oversee and maintain an abundance of fiscal transactions, processes, procedures, etc.

6. Efficiency of Service (cost effectiveness)

Link to Scoring Rubric

4.1 Using the spreadsheet provided for all employees in your department, please distribute salaries of individuals across all services provided to reach an educated or reasonable estimate of the cost of providing the service.

Attach your allocated spreadsheet here.

PFD 4.1 & 4.2.xls

Link to Scoring Rubric

4.2 Using the spreadsheet provided, please distribute your department's annual operating expenses across all services provided to reach an educated or reasonable estimate of the cost of providing the service.

4.1

Link to Scoring Rubric

4.3 Using the spreadsheet provided, please distribute the square footage of work space across all services provided to reach an educated or reasonable estimate of the use of this resource.

Attach your allocated spreadsheet here.

PFD 4.3.xls

Link to Scoring Rubric
4.4 During the last three years, have you adopted any measures to improve the efficiency (cost effectiveness) of providing this service (e.g., reducing salary costs, operating expenses or use of space, or increased output without increasing cost. Etc.)?

Yes

If yes, please describe the measures in <120 words. If this is a new service introduced over the past three years, please indicate. If no, please explain.

As mentioned previously, a new chart-of-accounts was developed to increase productivity and accuracy. Monthly reconciliation time has been reduced to 4 hours rather than 4 days. We have implemented an electronic filing system and standardized naming conventions for our fiscal documentation which is accessible by the entire team; these measures have increased our productivity by eliminating time previously spent searching for documents.

Link to Scoring Rubric

4.5 What idea(s) do you have for improving the efficiency (cost effectiveness) of this service within existing resources (e.g., restructuring, merging, outsourcing, ways to cut costs, technology, etc.)? Please describe those ideas in <120 words.

Increase team’s expertise using support software and continued training to new policies/procedures. Continue to allow team to present/implement creative ideas to streamline processes while providing same/increased services.

Link to Scoring Rubric

4.6 What idea(s) do you have for improving the efficiency (cost effectiveness) of the service if additional resources were provided. Please describe your idea(s) in <120 words.

Again, the team would benefit by working in close proximity to one another.

Link to Scoring Rubric

4.7 Do you have any plan(s) to improve the efficiency (cost effectiveness) of this service in the next 1-2 years (e.g., reducing costs, increasing productivity, etc.)?

Yes

If yes, please specify whether these plan(s) involve reducing salary costs, operating expenses and/or use of space. Please describe your plan(s) in <120 words. If no, please explain.

We are hoping to be allocated space for the fiscal team in the "new" SA Admin building(2nd part of WA replacement) where we are close to one another yet segregated from loud activity, which reduces our productivity and accuracy.

Link to Scoring Rubric

4.8 Please describe the estimated output for this service for fiscal year 2011-12, quantify if possible (e.g. volume, service tickets resolved, people serviced, appointments, etc.) in <120 words.

DCIE Fiscal Services provides necessary services in support of our departments and programs. As our programs grow in size and number, our faculty/staff will grow proportionally and Fiscal Services will need to expand as well. In 2011/12, the DCIE Fiscal Team ensured the accuracy and timely execution of 23,232 transactions, over 11 funds, 8 departments and 79 program codes.

Link to Scoring Rubric

7. Other
5.1 Are you aware of services similar to this one that are being provided by another department at CSU East Bay?

No

If yes, please provide a list of those departments. How are the services described here similar or different? Please describe in <60 words.

DCIE is a self-support division which provides a unique product to a unique client base.

Link to Scoring Rubric

5.2 Is there anything unique or distinctive about your service? Please describe what is unique or distinctive in <120 words.

Yes - continuing education serves matriculated students as well as un/pre-matriculated international students. We serve a mature student population, through our OLLI program and provide the mechanism/services for CSUEB's national/international exchange programs.

Link to Scoring Rubric

5.3 Are there any additional things about this service that you would like the task group to know? Please describe/explain in <250 words.

I frequently seek out special projects that, when completed, will enable our areas to provide additional services to students/faculty/staff and/or increase productivity/accuracy.