1. Support Services Report Template

Report Info
Name of the person completing this report: Cheril Musser
Title of the person completing this report: Divisional Analyst
Supervisor/dean reviewing report: Linda Dalton, VP PEMSA
Service: Budget Management PEMSA
Division/College: PEMSA

3. Mandated Service

Link to Scoring Rubric

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

Executive Order: All Finance and Human Resources
Campus Policy: All Campus and CSU Policies

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

All financial and accounting procedures and forms processed by the budget staff are mandated and regulated by Executive Orders (e.g., Travel, payment processes); statewide CSU policies (e.g., vendor tax ID, conflict of interest, FERPA) and/or CSUEB campus polices (e.g., Hospitality Expenses, reimbursements, acceptable credit card purchases & limits, personnel transactions).

4. Importance of Service

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

Centralized budget and fund management oversight for seventeen departments that comprise Planning, Enrollment Management, and Student Affairs. Finance allocates an annual base allocation and cost recovery funds to the division. Funds are sub-allocated internally to the seventeen departments based on salary and operation projections for the fiscal year.

PEMSA's total budget in 2011-12 was $8,732,220. This included one-time project funds for Data Warehouse in addition to the base budget salaries and operating funds. The use of these allocations are monitored and adjusted, as needed, as salary and operational demands shift internally between departments.

Link to Scoring Rubric

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

Administrators/staff: 85%
Colleges/departments: 15%
Total: 100%

Link to Scoring Rubric

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>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td></td>
<td>✓</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></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>Centralized budget support prevents duplication of services and ensures integrity and compliance with CSU policies and procedures. This supports the ability of Enrollment Development (recruiting), Admissions, and Financial Aid to provide quality services to pre-college students.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Centralized budget support prevents duplication of services, streamlining internal processes and ensures integrity and compliance with CSU and CSU East Bay policies and procedures. This supports the ability of PEMSA departments providing direct student services to meet their needs and support the student through the non-academic aspects of their experience at East Bay.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>Centralized budget support prevents duplication of services, streamlining internal processes and ensures integrity and compliance with CSU and CSU East Bay policies and procedures, particularly as they apply to graduates served by the Office of the Registrar.</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></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>
<td></td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Provide a brief narrative (<60 words each) explaining your choice.

<table>
<thead>
<tr>
<th></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 streamlined budget monitoring and ongoing reconciliation/adjustment of salary and operational expenditures the Enrollment Development (recruiting), Admissions, and Financial Aid departments would unable to provide direct services to pre-college students.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Without streamlined budget monitoring and ongoing reconciliation/adjustment of salary and operational expenditures that directly support the finance, accounting, events, registration, financial aid, and graduation processes, PEMSA units would be able to assist students moving through the &quot;system&quot; with their academic studies.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework)</td>
<td>Without streamlined budget monitoring and ongoing reconciliation/adjustment of salary and</td>
</tr>
</tbody>
</table>
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>Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship</th>
<th>If aligned or contributing, provide a description. (&lt;60 words for each SSC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance our inclusive campus, responding to the backgrounds and interests of our diverse community and promoting their academic, professional and personal development</td>
<td>Effective budget management with limited resources supports each student's access to student services like Admissions, Records, Registration, and Financial Aid to aid their success as a student. It also ensures the continued success for enrollment development recruitment counselors, Education Summits, and all PEMSA sponsored events for students, such as, Preview Day and Welcome Day.</td>
</tr>
<tr>
<td>Serve students first, by expanding access and enhancing each student's educational experience and prospects for success as a graduate and life-long learner</td>
<td>Effective budget management with limited resources also supports Orientation and other Student Life and Leadership activities within PEMSA's scope.</td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life that support student engagement and learning</td>
<td></td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
<td>Centralized budget monitoring and reconciliation sustains efficiency, transparency, and compliance with CSU policies and procedures with the use of public funds. Continuous attention to detail and review; culture of service in support of the Budget Office and Finance with sound management of allocated funds.</td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</td>
<td></td>
</tr>
<tr>
<td>Support the civic, cultural, and economic life of all communities in the regions we serve through partnerships that promote education and social responsibility</td>
<td>Support the African-American, Latino, and Asian/Pacific Islander Education summits through management of the summit budgets. The Education Summit committee is comprised of CSUEB staff in cooperation with other local colleges, Alameda Office of Education, Hayward chamber of Commerce, regional high schools, and financial supporters from the community.</td>
</tr>
<tr>
<td>Demonstrate our continuing record of leadership and innovation in higher education, focused on 21st century skills, including science, technology, engineering, and mathematics (STEM)</td>
<td></td>
</tr>
</tbody>
</table>

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.

Growing applications for admissions and increased enrollment impacts the size and budget of PEMSA services provided to students through Admissions, Records, Registrar, Financial Aid, Enrollment Development, student events, and the development of
innovative student services to help students achieve their goals. Further, as PEMSAs scope has increased, for example, including sponsorship of the Pioneer Data Warehouse, the division has become responsible for additional vendor contracts and expenses along with salaries and operating costs.

5. Quality of Service

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.

- Year-to-Date shadow system I developed internally as a fiscal "mirror" for salaries and operating expenses by subject/purpose, not account codes and dept IDs (e.g. Travel for Recruiting and by General Staff Development, not in-state and out-of-state)
- Monthly reconciliation of expenditures to CFS financial ledgers.
- Tracking percentage of expenditures to date with percentage of projected expenditures to date.
- Current salary expenditures are tracked in a system that anticipates & plans for separations and unfilled positions by length of time for better up-to-date use of funds rather than reliability on HR comp/Peoplesoft not up-to-date projections.
- Finish fiscal year under budget

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.

- Revised the internal shadow system for budget tracking by eliminating one backup step that I now can rely on the CFS ledgers detail to provide.
- Communicate directly more regularly with the Budget office staff regarding anomalies that show up in our budget over the fiscal year.
- Scrutinize budget allocations closely for early detection of errors.

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.

- PEMSAs internal budget management would be enhanced by explanatory communications/notification from the University’s Budget Office when processes are under consideration for change. (e.g. the mid-year shift to charging the 25% match for federal work study back to departments)
- Meet with budget office early in the fiscal year to review expected base allocations and subsequent sub allocations.
- Ongoing review and revision of existing shadow systems for relevance as financial systems and procedures change.

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.

As the PEMSAs budget has become allocated below the division level to individual units, the managers of these units would benefit
As the PEMSA budget has become allocated below the division level to individual units, the managers of these units would benefit from more training provided by the University.

**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.**

Informal assessment with budget management occurs through efficient use of funds, allocations, timely and accurate reconciliation of expenditures, and staying within the provided budget. Positive feedback from the Vice President of PEMSA and the Budget Office.

**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.**

Not included in survey.

**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**

Informal guidelines include quick response to inquires and requests from managers about budget related expenses, dependability, and professional inter-personal communications that maintain constructive working relationships.

**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.**

Primary annual quality goal is to plan and project annual expenditures correctly, track these expenditures, review and update for unexpected occurring costs and salary changes, absorb new costs during the year with adjustments to projected budget expenditures, and finish the end of the year within budget.

**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.**

Quantitative goals or output for to budget monitoring and projections are related to how closely expenditures match allocations. Achievement is measured by staying within allocated budget and timely adjustments between service areas & operating costs throughout the year while providing effective student services across departments. This requires ongoing analysis of how funds are being expended and impacts for the budget for the following year.
6. Efficiency of Service (cost effectiveness)

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.

45009

Attach your allocated spreadsheet here.
Budget & Admin Support Allocations.xlsx

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.

1103

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.

80

Attach your allocated spreadsheet here.
Budget & Admin Support Allocations.xlsx

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.

Efficiency has been increased by refining internal tracking tools and shadow accounts within PEMSA.

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.

- University should consider not changing financial reporting systems so often. In the past 10 yrs approximately, we have had 5 different reporting systems beginning with the old Peoplesoft Financials in 2002, then the Data Warehouse Financial Data Reports(FDR), next Cognos, next update Peoplesoft Financials Finance Activity Reports (FAR) and now CFS Ledgers. There is a learning curve, mostly self taught, for all end users and it is hard to become proficient with this financial tool when it is constantly changing. PEMSA’s internal tracking system is the only constant for tracking and comparison to new systems as they are implemented.
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.

More, regular classroom type training on new financial systems, once a week for several consecutive weeks, not workshops here and there, or just the initial introduction. Real, in depth training for high end users. We used to have something like this about 8 years ago when ITS provided training through CMS Support on the 3rd floor of Warren Hall and it was very good.

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.

As with the quality of service, ongoing staff training contributes to greater efficiency.

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.

- Successfully managed the $8,000,000+ budget for 17 departments in PEMSA and Data Warehouse project.
- Oversight of 6 assigned university credit cards for correct account codes and adherence to the University credit card policies and use restrictions. This is for 72 monthly reports totaling $109,673.
- Successfully tracked the salaries of 31+ temp employees, 50+ regular student assistants, stipends, and overtime with the actual use of salaries and projected vacancies to ensure no overages in the budget.
- Created 17 new department IDs and established preliminary budget allocations for each PEMSA unit, to move away from a less disaggregated division budget. This still requires annual allocation adjustments for staff salary changes between departments, fluctuating operational expenses and seasonal staff expenses between departments.

7. Other

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

Yes

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

Other divisions and departments on campus monitor and track budget expenditures to one degree or another depending on size. I am not aware of other areas that provide the degree of centralized budget oversight in direct correlation with internal administrative support processes.

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

The distinctive aspect of PEMSA Budget Management unit is its centralization for the oversight of allocated funds coordinated directly with operational and salary expenses. All authorizations for vendor and/or services payments are reviewed and approved by
the Divisional Analyst who manages the divisional budget and supervises the administrative support staff who process all expenditures. This information is critical to the internal shadow systems for salary use and projections not available from the HR Comp Report and for operational expenses by subject rather than account codes as on the CFS ledgers. This provides fiscal flexibility of the use of budget funds as needs in the different department areas change during the fiscal year.

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.

PEMSA has two internal shadow systems.

The 1st is a on-going year-to-date summary of the monthly reconciliation of the CFS ledgers operational expense by subject category across all departments. Underneath each category is the name or type of selected itemized expenses. Each area is allocated a projected operating allocation. As invoices come in and/or expense appears on the ledger, the expense is recorded on the spreadsheet. (e.g. Under the category Publications, all the annual types of publications are listed by name. This is a good summary to compare what the actual cost of each publication is year to year, same with contracts, etc) Travel is another good example. CFS ledgers track travel by the account codes for in-state and out-of-state. PEMSA needs for operational analysis to know what travel is by recruitment, and different functions within the departments, not in or out of state travel.

The 2nd shadow system is for on going up-to-date salary use and projections. It is arranged by department and employee name/monthly & annual salary. The info is updated regularly to reflect projections of: length of time position is anticipated to be vacant; IRP changes, reclassifications, temp reassignments; alternately staff positions (e.g. Evaluator series), and leaves of absences. With 125+ employees this is a critical tool to maximize the use of salary allocations and accurately monitor salary fluctuations during the year. There is also one for temporary employees. This kind of information is not available in this format on the HR Comp report or CFS ledgers.