1. Support Services Report Template

Report Info

Name of the person completing this report: Brad Wells
Title of the person completing this report: Vice President Administration and Finance and CFO
Supervisor/dean reviewing report: N/A
Name of second reviewer (if necessary): N/A
Service: Oversee Division Programs
Division/College: Administration and Finance

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.

Executive Order: 731, 1059

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

EO 731 states “Each president shall designate a chief financial officer with responsibility for business and financial affairs of the institution.”

EO 1059 states “The campus chief financial officer (CFO) shall be the primary responsible campus official in respect to administrative compliance and fiscal oversight of campus auxiliary organizations.”

4. Importance of Service

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

Provide strategic and operational guidance for services provided by departments within the division. Allocate resources to departments and programs adequate to achieve their objectives.

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

Students: 25%
Faculty: 25%
Administrators/staff: 25%
Colleges/departments: 10%
Academic Senate and/or committees: 5%
Alumni: 1%
Community outside University: 9%
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>
<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>Leadership and oversight of division services has an indirect impact on students by helping to ensure that service expectations are achieved and aligned with campus goals</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Leadership and oversight of division services has an indirect impact on students by helping to ensure that service expectations are achieved and aligned with campus goals</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>Leadership and oversight of division services has an indirect impact on students by helping to ensure that service expectations are achieved and aligned with campus goals</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>
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Provide a brief narrative (<60 words each) explaining your choice.

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<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>Application requires functioning technology infrastructure, which is one of the services provided by the division</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Effective operation of the campus is necessary to provide instruction, which includes financial, technology, facilities, and other operational services that fall under the oversight responsibility</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td></td>
</tr>
</tbody>
</table>
### 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</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship</td>
<td>Professional development opportunities and succession planning are used to promote a diverse and inclusive workforce within the division.</td>
</tr>
<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>Community engagement is a critical element of housing, health services, and athletics.</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>Operational improvements are determined in part based on improvement in utility usage. Collaborative efforts with ASI and academic departments help broaden understanding of operational challenges.</td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life that support student engagement and learning</td>
<td>Institutionalized process improvement efforts have been initiated throughout the division.</td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
<td>Membership on community groups such as Chamber of Commerce, Rotary, as well as focused community outreach projects such as Harder Elementary renovation and Athletics camps and projects.</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></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>

### 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.

Calls for greater accountability continue to grow at the federal and state level.

### 5. Quality of Service

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.

The qualify of oversight is measured formally and informally. Formal monthly project status reports regarding budget, scope, and schedule are provided to cabinet for some oversight services (capital and information technology projects) to ascertain whether projects are meeting specified goals and objectives. An annual performance review is also used to determine effective oversight as well as three-year evaluations conducted by the Academic Senate that includes results of a campus survey concerning performance. Audits of four major service areas each year completed by the external and internal auditor identify oversight weaknesses and actions required to improve oversight.

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.

Weekly consultations with the provost have been adopted to ensure more effective oversight obtain timely feedback regarding services provided by the division. An internal auditor position was created to provide targeted reviews of areas that warrant additional oversight.

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.

Implement systemwide customer satisfaction surveys as part of the CSU quality initiatives program. Services with standard systemwide surveys available include: Accounting, Accounts Payable, Environmental Health/Occupational Safety Programs, Facilities, Health, Housing, Human Resources, Mail, Parking, Procurement, Shipping and Receiving, Student Accounts, University Police. The results of the survey would indicate the quality of oversight and identify weaknesses.

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.

A campus wide quality initiative program could be implemented supported by a manager and analyst to implement specific quality improvement techniques including ongoing surveys and formal feedback mechanisms, benchmark measures, and training.

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.

Informal mechanisms include weekly meetings with the Provost to obtain feedback regarding oversight. Most recent results indicated a need to clarify responsibilities in procurement.

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.

Quality and effectiveness of services provided by the division is in part a function of leadership and management oversight.

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

Formal guidelines are provided during annual evaluations and information guidelines are provided during weekly one-on-one and group staff meetings. In all cases, civility, professionalism, and support are required.

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.

The President provides annual quality goals for oversight during the annual evaluation. Last year, oversight goals included improvement in the perception of services provided by the division on behalf of the campus and particularly the faculty. Key personnel decisions including reorganization helped to achieve improvement as measured by information consultation with key service recipients and survey results.

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.

Oversight quantity is difficult to measure. One indication of the quantity of oversight is whether other tasks are completed on time; however, this evaluation has not been conducted.

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.

485393

Attach your allocated spreadsheet here.

PDF Worksheet VP Admin and Fin.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.

211396
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.

454.8

Attach your allocated spreadsheet here.
PDF Worksheet VP Admin and Fin.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.

The number of employees in the office has been reduced by one FTE at an annual savings of approximately $71,000 including benefits.

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.

The level of staffing (two FTE), operating costs, and space requirements are at the minimum level required to achieve the required outcomes. However, more efficient oversight can be provided by broadening and deepening leadership principles across the division. The implementation of a campus leadership development program, which was initiated last year, will expand oversight capabilities across the division and help strengthen existing leadership and oversight throughout the organization.

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.

Expansion of the leadership development program and implementation of a formal mentoring program will help further decentralize oversight responsibilities throughout the organization.

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.

Implementation of a formal mentoring program is scheduled to take place in Fall 2014.

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.

The output of oversight is difficult to quantify. Approximately 45 weekly staffing meetings were held with all direct reports in the division. Over 400 weekly one-on-one staff meeting were held. Over forty weekly one-on-one meetings with the President occured to review the status of projects and services.

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.

Every manager on campus has similar responsibilities to provide oversight of services that occur within their respective area. While the oversight responsibilities are similar, the legal and regulatory requirements imposed on the CFO are somewhat different.

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

Legal and regulatory requirements of the chief financial officer impose accountability at the Board of Trustees level and, along with the President, fiscal accountability at the State and Federal level.

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.