1. Support Services Report Template

Report Info
Name of the person completing this report: Darrell Haydon
Title of the person completing this report: Associate Vice President Financial Services
Supervisor/dean reviewing report: Brad Wells
Service: Allocate annual resources to campus divisions, departments and programs
Division/College: Administration & Finance

3. Mandated Service

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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: Executive Order 1000

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

"Ensure that expenditure commitments do not exceed available resources and that budget plans are fiscally sound and sustainable."

4. Importance of Service

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

Budget department prepares and incorporates the financial forecast for all of the major operations associated with the campus. Integrates Chancellor Office budget changes and distributions into the budget plan for the university and disburses budgets to the colleges and other divisions within the university. Also responsible for providing the Chancellor’s Office campus budget information. Monitors operational performance throughout the year and adjusts the forecasts as necessary. Significant interaction with the senior administrators within the university.

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

Students: 5%
Faculty: 30%
Administrators/staff: 20%
Colleges/departments: 45%
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>Direct Impact on Students</th>
<th>Indirect Impact on Students</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Area</td>
<td>Evidence submitted to support the chosen selection (&lt;60 words for each)</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>Indirect - Funds are allocated to all areas of campus. Many funds go to recruitment, advising and orientation</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Indirect - Most funds are allocated for activities related to the current college year.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>Indirect - A few funds are allocated for activities related to the current college year.</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>Service Impact</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>
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<td></td>
<td></td>
<td></td>
<td></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>SSC</th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each SSC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>3 - Most activities must be paid for. Without funds available the departments could not provide their services</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>3 - Most activities must be paid for. Without funds available the departments could not provide their services</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>3 - Most activities must be paid for. Without funds available the departments could not provide their services</td>
</tr>
<tr>
<td>Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship</td>
<td>When funds are allocated timely, accurately and efficiently, the academic community has more time to focus on the academic quality.</td>
</tr>
<tr>
<td>---</td>
<td>---</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>Funds are made available to provide for an academic, professional and personal development</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 lifelong learner</td>
<td>None</td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life that support student engagement and learning</td>
<td>We interact with students by providing fiscal management for University Student Club funds in support of Student Life.</td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
<td>Communicate regularly funds available and allocated and ensure that the campus community is aware of resources available.</td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</td>
<td>None</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>None</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>None</td>
</tr>
</tbody>
</table>

**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.

In many cases, the allocations are based on a fixed amount so that the activity can be verified for accuracy. When that is not the case, quality is measured based on the number of corrections.

**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.

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

Enhanced automation and more effective financial report would alleviate some of the workload in this area.
For the CSU Operating Fund a BASE ledger is maintained so that on July 1 of each fiscal year - beginning budgets can be allocated via allocation. Numerous allocation processes have been developed to automate the Endowment Payout to current use funds, current use donations from the Ed. Foundation to the University. In addition, the Campus Cost Allocation plan is prepared in early spring so that the Enterprise funds can include it in the New Year budget planning.

### 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.

Over time BASE budgets will be maintained as a service to divisions so budgets can be loaded on July 1 at lower levels within the division. Once maintained with BASE ledger the amounts do not have to be manually posted - so the quality is maintained from year to year.

### 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.

Provide a higher level of financial and operational analysis to the university. Benchmark best practices from an operational point of view with other universities of similar size and complexity.

### 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.**

We continually look for ways to make our services accessible. Most of our methods are informal - open forums, meetings, trainings, visits, etc.

### 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.

N/A

### 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**

There is an informal expectation to treat all individuals with respect and courtesy. In addition, we strive to be as helpful as possible in problem resolution and in providing excellent customer service.

### 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.

Have initial budgets established by Aug 31 each year and review college and division budgets monthly.

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

Yes

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.

There should be a budget for every major college, division or major project. Approved budgets should also be in place for the three auxiliaries, Housing, Parking and Student Health Services.

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.

458096

Attach your allocated spreadsheet here.

2010-11 Expenses - Allocate annual resources - Financials.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.

4276

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.

650

Attach your allocated spreadsheet here.

Space AF Finance.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
A) For the CSU Operating Fund a BASE Ledger is maintained so that on July 1 of each fiscal year - beginning year budgets can be allocated via an allocation - any new year changes would then be booked manually. B) Several allocation processes have been automated - Endowment Payout to current use funds, current use donations from the Ed. Foundation to the University. C) Campus cost allocation plan is prepared in early Spring so that the Enterprise funds can include it in the new year budget planning.

**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.

Over time BASE budgets will be maintained as a service to the divisions so that budgets can be loaded on July 1 at lower levels with each division.

**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.

The Data Warehouse would provide an abundance of opportunities to improve this service.

**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.

The Data Warehouse would provide an abundance of opportunities to improve this service.

**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.

All funds that are managed via a budget process must have budgets recorded - targeted for July of each year.

**7. Other**

**Link to Scoring Rubric**

**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.

**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.
This service requires a strong understanding in basic accounting principles and technical skills in data analytics.

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.

It is our goal to provide timely and accurate support to the University's budget planning, development, monitoring, and control processes.