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
Supervisor/dean reviewing report: Brad Wells
Service: Report financial activity, budget, actuals, encumbrances and balance available
Division/College: Administration & Finance

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.

Federal Law: OMB Circular A-133
State Law: Education Code Sections: 89750-89757 and 89761
Executive Order: Executive Order 1000 - "Ensure that accounting processes are established to maintain appropriate records of financial transactions and balances...Ensure timely end-of-period closing entries and submittal of financial reports....Ensure timely post-closing adjustments and annual submittal of financial statements....Ensure the propriety of all expenditures and integrity of the financial reports made by Auxiliary Organizations..."

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

The division of finance is charged with establishing and maintaining the campus accounting records in compliance with Federal and State laws as well as California State University policies to provide timely and accurate reporting to the campus community as well as produce periodic financial reporting to various external parties.

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)

Students: 5%
Faculty: 25%
Administrators/staff: 20%
Colleges/departments: 45%
Other: 5%
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>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>Indirect - Funds are designated to all areas of campus. Many funds support the activities of 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 designated 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 designated for career development activities related to the current college year.</td>
</tr>
</tbody>
</table>

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

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>
<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>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
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**Provide a brief narrative (<60 words each) explaining your choice.**

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</thead>
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<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>4 - Activities conducted by the university must be paid for therefore without the maintenance of ledgers reporting the proper balances the activities of the university would cease.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>4 - Activities conducted by the university must be paid for therefore without the maintenance of ledgers reporting the proper balances the activities of the university would cease.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>4 - Activities conducted by the university must be paid for therefore without the maintenance of ledgers reporting the proper balances the activities of the university would cease.</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>Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship</th>
<th>When the fiscal resources of the university are properly maintained in the general ledger timely, accurately and efficiently, the academic community has more time to focus on the academic quality.</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>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 life-long learner</td>
<td>When the fiscal resources of the university are properly maintained in the general ledger timely, accurately and efficiently, the academic community has more time to focus on the academic quality.</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>We communicate regularly to the campus community the availability of campus financial resources to ensure that the campus community is aware of all resources that are available.</td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</td>
<td>We are constantly striving to enhance the information available about campus financial resources to improve efficiency, transparency and accountability.</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>We support University Advancement as well as other campus activities through various financial resources that are committed to supporting the civic, cultural, and economic life of the regions we serve.</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>We support University centers and institutes as well as other campus activities through various financial resources that are committed to continuing our record of leadership and innovation in higher education.</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 stay the same

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

While the financial resources available to the university change overtime, structures are in place to ensure that any new funding sources, policies and procedures are analyzed for impact to our current practices to ensure the affected campus personnel are informed of any impact to operations. As a result the work associated with this activity are unlikely to change. Should enhanced automation and more effective financial reports become available it would alleviate some of the workload in this area.

### 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 transactions are based on a documentation 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.

To enhance the quality of our services the Auxiliary Organizations’ financial services personnel were incorporated into our Accounting structure. This change facilitated the transition of all current use donations to the university ledgers along with the implementation of the Foundation sponsored programs accounting. These changes improve the quality of our services by providing a more consistent and cohesive set of policies and procedures regarding the expenditure and maintenance of these funds.

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.

We are currently exploring various metrics to gather and maintain so that we will be able to demonstrate the quality of our services with facts and figures gathered over time. Additionally we are working toward improving the quality of our services by pushing out periodic reports to fund owners to increase the visibility of the financial resources available to the campus community.

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.

With additional resources committed to data warehouse efforts we believe the quality of our services could be improved by providing an enhanced and tailored view of financial data to the campus community.

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.

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

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.

N/A

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.

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 while we note the cause of the problem to recognize those areas where we could provide better communication around policies and procedures.

[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.

We use the systemwide reporting timelines to provide date driven goals. For example a reporting submission is due monthly to the Chancellor's Office and we target the fifth workday to submit a clean file for this reporting, though it is due by the tenth workday. Annually financial reports are due in late August but we strive to not only meet but beat these dates with a complete submission that requires minimal or no re-work. The first ten campuses that provide information for the systemwide financial statements are displayed on the cover of the final report. In 2012 CSU, East Bay was pictured on the report.

[Link to Scoring Rubric](#)

**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.

Each fund should be reported with the appropriate balances in legal and GAAP basis. This requires that financial results be reviewed both by account or activity and by fund to ensure that the reports overall reflect the fund condition properly.

[Link to Scoring Rubric](#)

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### 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.**

887858

Attach your allocated spreadsheet here.

[2010-11 Expenses - Report financial activity - Financials.xlsx](#)

[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.**

146218

[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.

1926

Attach your allocated spreadsheet here.

Space AF Finance.xlsx

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.

To enhance the cost effectiveness of our services the Auxiliary Organizations’ financial services personnel were incorporated into our Accounting structure. This change facilitated the transition of all current use donations to the university ledgers along with the implementation of the Foundation sponsored programs accounting. These changes cost effectiveness of our service by eliminating redundancy and consolidating policies and procedures.

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.

We will continue to strive to cut the amount of time dedicated to the preparation of external reporting requirements. In this fiscal year we cut two weeks out of the reporting timeline for the university and the auxiliary organizations. We hope to improve on this time as we move forward so that we can enhance the reviews and analytical processes. These improvements will increase our efficiency by allowing us to return to our routine campus support work more quickly than ever before.

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.

A professionally produced series of training topics that could be accessed online by end users to explain fund types, reporting and various policies and procedures would greatly enhance our effectiveness. While we conduct open house training events we are limited in that we are accountants therefore do not always approach a topic in the same way is helpful to our constituents.

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 outcome of the Data Warehouse project will provide an abundance of opportunities to improve the efficiency of this service and may lead to lower salary costs related to the enhanced reporting over time.

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.

Outside of daily campus reporting, university financial resources are reported monthly and annually to the Chancellor’s Office. The monthly process is targeted to be completed by the fifth workday following each calendar month end and the annual reporting takes place for Legal and GAAP in July and August respectively.

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.

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 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.

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