**APR Report for 2017-2018  
*2018-2019 Cycle***

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| **Section I: Program Description** |

**IA1. Program (Select your program from the drop down list)**

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| ADM SRVCS Business Services |

**IA2. Other Program (If your program is not on the above list, write it in here)**

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**IB. Program Lead (Your first and last name)**

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| Amanda Bauer |

**IC. Program Mission Statement**

Provide the Program’s Mission Statement.

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| Fiscal Services supports the educational needs of the community learner by ensuring fiscal integrity, and complying with all federal, state and governing board policies. Fiscal Services focuses on budget creation and monitoring, accounts receivable and payable, collections, revenue control, payroll, and reporting both to outside agencies and internal management units. |

**ID. Program Summary**

Provide a brief summary on the current status of the program being reviewed.

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| The Fiscal Services Unit encompasses the accounts receivable and payable, revenue collection and control, payroll, and fiscal reporting functions.  The Fiscal Services office serves the campus by providing continuous budget planning, building, and monitoring in relation with the Governance Council. Outside reports of fiscal information from State and federal mandated filings, other outside agencies that the District works with, the annual independent audit of the District, and all financial internal reporting demands are compiled and distributed from the Business Office. Daily fiscal transactions and student account activities are audited for compliance and accuracy by the Business Office.  The accounts receivable and revenue collection functions are maintained by the cashier's office for all student accounts and third parties that finance student opportunities. This ensures that proper cash flow is maintained to better facilitate growth of the mission. The operation is overseen by the Director of Fiscal Services. |

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| **Section II: Looking Back—2017-2018** |

**IIA. Present the Results** (Rubric Criterion 3)

Provide a descriptive summary of the outcomes from the 2017-2018 cycle of program review.

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| Reduction of Accounts Payable invoice backlog by approximately 2 batches (1-2 weeks faster).  Reduction of payroll auditing by approximately 3 days per month (288 hours)  Budgets were posted into Banner an average of 115 days sooner than prior to process changes.  400% more District staff trainings held in 2017-18 than in 2016-17 for staff cross-trained across department activities.  100% of grant paperwork stored electronically for record retentions beginning in the 2018. |

**IIB. Probe the Results: I Wonder . . .** (Rubric Criteria 1, 3)

In this section, judge whether the activities you implemented in 2017-2018 to reach your goals were effective. Did the activities have an effect on the outcome? Please describe WHY you believe your outcomes came out the way they did. Did you reach your goals? If yes, explain why. If you did not reach your goals, explain why.

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| * In the development of stronger written procedures/processes within the department the Business Office, in conjunction with Administrative Services, completed the revision of the following procedures/processes which resulted in higher efficiency of A/P productivity & payroll functions:   + **Travel Policy & Procedure**: This project took several months to fully implement due to the entire procedure being overhauled. Travel processes were assess across several other organizations to strategically customize our new policy to fit our organization’s needs and to assist in eliminating local set barriers which ultimately slowed down the reimbursement process for employees. For example, one of the many changes to the new policy has reduced the travel process to a centralized form which eliminated 3-4 forms in an effort to reduce duplication of effort. The new policy was rolled out to the district in the Fall of 2018 & set for an evaluation in the Spring of 2019.   + **Payroll Procedures**: Beginning in the Spring of 2018, the payroll department had begun the process of assessing its current payroll procedures in an effort to streamline the process and reduce the margin of error that could occur to add an additional layer of internal controls. Some of the major changes that were implemented in 2018 include:     - Checklists for new hires, change in positions & separation of employment     - Uniformed forms for payroll adjustments     - Uniformed FOPAL change forms to ensure account numbers are changed in payroll, HR & budgeting’s records.     - Centralized binder for all N.O.E. forms organized by employee to ensure every payroll run has necessary backup readily available for every pay line.     - Centralized binder to assist in forecasting any payroll changes for future payroll cycles up to 12 months.     - Centralized binder organized by employee to track all employee deductions (voluntary & mandatory) to ensure every payroll run has necessary backup per employee to reduce liability for the department/District.     - Centralized tracking all leave balances through payroll versus three separate departments tracking leave to eliminate inconsistencies between fiscal years and classifications of employees.     - Revised how classified additional hours are recorded to align more efficiently with time card auditing processes. * While working on automating several Business Office functions within Banner, QSS and other software systems to reduce redundancy and cut data entry times down. Although we still have a long way to go to be fully automated and running at a higher efficiency rate, within the year our department began automating the following process:   + **Budget Development**: Phase 1 of utilizing Banner in automating the budget development process was a success. Within the 2018-19 budget development planning cycle, the use of individualized budget revision spreadsheets were eliminated. During Phase 1, each division was designated a Banner Budget Development lead to coordinate all changes with. These leads entered all changes directly into Banner for Business Office review. Including this simple step eliminated the need to data entry thousands of lines in 3 separate parts of the development process. As a result, budget managers were able to view their department’s 2018-19 budgets beginning July 1st. This is 129 days sooner than in 2015-16 & 102 days sooner than in 2014-15. * In an effort to become more green & work at a higher efficiency level, it is imperative that our department strives to have all fiscal records electronically stored. Although we did not meet our ambitious goal of 100% of current fiscal year’s records digitally stored as of December 2018, the department has made some impressive strides:   + **Grants Drive:** Our department has established a specific drive to track everything grant, categorically or specially funded. The drive is uniformly structured to provide a comprehensive “grant portfolio” for all grants. These portfolios include information like: grant guidelines, grant application, budget information, letter to award, invoicing & payment’s received. Since we are still in the development stages of this drive, we do not have all grant data all new grants/funding received beginning Fall 2018 has been tracked in this manner.   + **Time Cards**: Beginning in the Summer of 2018, we worked on scanning all paper time cards for student workers and temp/sub as far back as 2014.   + **Bank Statements/Reconciliations**: Beginning Fall 2017, all bank statements are being scanned and electronically stored. Our shared drive was restructured to organize all reconciliations in one place.   + **Accounts Payable Check Registers**: Our department scanned all of its check registers going back almost 10 years.   + **Storage Room Overhaul:** In December 2018, our department dedicated a full day to do an overhaul of our department’s storage room. During the overhaul, we worked with Administrative Services to label all boxes with uniformed labels to better identify destruction dates in accordance with CASBO Classification regulations. Due to CASBO destruction guidelines being reduced for hard copy retention if electronically stored, our department is currently assessing all of the types of documents being stored in hard copy form & seeing what makes the most sense in investing the time into scanning going forward. |

**IIC. Ideate Innovations: What if . . .** (Rubric Criteria 1, 5)

In this section, describe activities you believe would have an effect on your 2018-2019 outcome measures.

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| 1. Developing uniformed processes campus-wide will reduce redundancy and develop deeper understanding of procedures campus wide.  2. Deeper communication levels campus wide. As processes become uniformed, training needs to be high priority to ensure the campus understands proper procedures.  3. Provide professional development on current software interfaces (i.e. Banner, QSS, Laserfische, etc.) to the Business Office staff to help develop more automated systems. |

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| **Section III: Looking Forward—2018-2019** |

**III. List Your 2018-2019 Goals—Be Quantitative!**

List your 2018-2019 APR goals in terms of their expected changes on the outcome measures as indicated earlier. Each goal that requires resources, impacts other areas, or otherwise is substantive requires the submission of an APR Goal form. Keep in mind the scoring rubric criteria:

1. The relationship between program review narrative and the APR Goal is evident and strongly supported by evidence.
2. The APR Goal directly implements institutional planning document goals.
3. The outcome directly implements institutional planning outcomes, and is transferrable and/or scalable institutionally.
4. APR Outcome indicators, methods and/or timelines use institutional measures, transferrable/scalable institutionally
5. Before/after benchmarks and timelines are completely specified, identical methods, transferrable/scalable.

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| 1. Continue to develop stronger written procedures/processes within the department. These procedures should outline department and employee duties, deadlines and objectives. (i.e. checklists for year-end close, budget development, month-end procedures). The outcome of these written procedures/processes will allow the Business Office to process fiscal data faster and more efficiently. In addition, it will clearly identify where deficiency are and to allow for a better approach in streamlining processes. This will allow more time between reporting deadlines to ensure accuracy and deadlines are met.  2. Continue on automating several Business Office functions within Banner, QSS and other software systems to reduce redundancy and cut data entry times down. Some of the areas of automation include budget development, payroll, accounts payable, fixed assets & position control. These automations will save the department approximately 2-4 hours per week of data entry duties.  4. Automate more payroll functions to an ERP system (i.e. leave balance tracking, employee self service functions, electronic time card entry). The department will continue to explore electronic option to assist in streamlining payroll function for better internal control & time management. This approach will reduce payroll auditing & reporting functions down by approximately 350 hours per year. This will allow time to be redirected to focus on goal #1. |
| **Section IV (Optional): Evaluation of Program Review and Planning Process** |

**IVA. Evaluation of Program Review and Program Planning Process**

In this cycle of program review, what aspects of the program review and program planning process worked best and why?

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**IVB. Evaluation of Program Review and Program Planning Process**

In this cycle of program review, what aspects of the program review and program planning process would you change and why?

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