

LMC Comprehensive Program Review

Administrative Services Units

Fall 2017

The following provides an outline of the required elements for a comprehensive program review for Administrative Services Programs.

1 EVALUATION/ANALYSIS

1.1 ANNUAL REVIEW UPDATE ANALYSIS

Analyze your annual reviews (objectives and improvements) over the past 4 years and respond to the feedback from last year's review.

To consider: Review your data and analyze where performance is declining. Is there a breakdown by gender, age, ethnicity and the populations described in the Student Equity Plan? (Veterans, DSPS, African American, ESL, low income students, Foster Youth) What is your action plan to address success in underperforming areas? What support services do you offer to meet these goals?

The following table illustrates the plan goals for the past 4 years, with current status/notes:

Plan Objective	2014/15	2015/16	2016/17	2017/18	Current Status/Notes
Contracts Database	✓				Completed, no longer using Access Database, can you use the corporate financial database (Datatel/Colleague) to research contracts
Facilities Assistant Work Order Improvement	✓				Position assigned to facilities and will use the current facilities work order system to assign work
Business Services Webpage	✓	✓	✓	✓	Not completed
Desk Procedures	✓	✓	✓	✓	Not completed
Adopt UESG/Incorporate EEO Work		✓	✓	✓	On going, working with EEO Committee, both local and District-wide to proposed modifications to UESG language
Shredding Services for Campus	✓	✓			Completed
New Chairs/Tables for Facility Events		✓	✓	✓	Not completed

Over the past year, there has been significant change in the Business Services Office staffing and leadership. Numerous long term employees have departed the office due to retirements, resulting in

over 80 years of working experience and knowledge that are no longer directly available. Unfortunately, one of the major and continuing goals of the unit was to establish desk procedure manuals to help alleviate the transfer of knowledge from incumbent to incumbent. Due to this goal not being achieved, the unit is in a difficult position to quickly meet the on-going business needs of the campus with a relatively new staff. However, the departure of these long term employees has also created opportunities to reposition the staffing structure and business processes to better meet the evolving needs of the campus community. As such, the unit has restructured staffing, as follows:

Former Position	→	New Position
Unit Leadership		
Director, Business Services		Vice President, Business and Administrative Services
Finance		
		Business Services Supervisor
Senior Accountant		Accountant
Account Clerk		No change
		Account Clerk-Cashier (re-assigned from Admissions and Records)
HR/Payroll		
College Human Resource Assistant		No change
College Payroll Technician		No change
Central Services		
Reprographics Technician		No change
Office Assistant II		No change
Office Assistant II		No change
Campus Facilities Assistant		Re-assigned to Buildings & Grounds
Office Assistant II		Eliminated
Reprographics Production Coordinator		Eliminated

This staff restructuring will begin a refocus of the Business Services Office to better meet the college's needs by modifying staffing and responsibilities to eliminate subject matter knowledge in siloes, promote customer service improvements, improve process efficiency, increase transparency of information/process, and establish cross-training protocols to reduce procedural inefficiencies due to staff absences/vacancies.

Due to the change in leadership and more recent changes in classified staffing over the last two years, the unit has not made significant progress in achieving its prescribed goals. Two particular goals been included on every program review for the last four years, creation of a Business Services Webpage and establishing desk procedure manuals for each position. Each of these two goals, if achieved, would have been greatly helpful in the staffing transition the unit is current experiencing. However, due to the change in unit leadership over the last two years, there has not been consistent/substantial progress on these particular goals. Therefore, with the prospect of staffing stability and restructuring, it is expected that the unit will continue to list these goals for future completion.

In regards to the alignment of the Equal Employment Opportunity (EEO) committee efforts and the Uniform Employment Selection Guide (UESG), the unit continues to work with the EEO Committee to recommend language and procedures that will lead to a diverse workforce and an inclusive campus community. The EEO Committee is currently at work drafting recommendations to change the procedural language contained in the UESG, as well as making modifications to advertising, recruitment, and retention efforts for the campus community.

1.2 PROFESSIONAL DEVELOPMENT

Summarize the past (2 – 5 years) and present professional development activities of your unit/program's members and impact (directly or indirectly) on student success

To consider: Include examples of equity focused professional development that your unit/program has engaged in and opportunities for future equity focused professional development.

The classified staff in the unit regularly participates in professional development opportunities made available via the JobLinks program and associated district-wide process expert teams (PET). These interactions present opportunities for staff to greatly increase awareness of theirs and other functions throughout the District for improvement and cross-functional purposes. Both the Payroll and Human Resources staff have participated in PET and have benefitted greatly from a core group of subject matter experts that have helped in their transitions to their new positions/assignments. PET has been especially helpful for Payroll, as the District continues to make efforts for the wider implementation of web-time entry for its hourly employees. Recently, Payroll made several presentations to the campus community regarding the conversion of hourly, classified staff to web-time entry (greatly reducing the time and effort associated with manual time cards). In fact, Los Medanos College has led the district in the conversion of hourly, classified staff's migration to this form of time keeping on a proportional basis.

College financial operations has greatly improved efforts to work closely with the District Office to establish ad-hoc training opportunities for categorical funding program improvements and procedural clarification. The new Business Services Supervisor is actively participating in Perkins grant and Strong Workforce program meetings/informational sessions to improve program understanding and implementation of program expansion efforts. It is expected that the unit will continue to work closely with the dean, district staff, and regional joint venture (RJV) teams to maximize program efficiencies for the foreseeable future.

1.3 COLLABORATION

Describe any current collaboration efforts that are occurring between your unit/program and other units and programs both inside and outside of Student Services, and impact (directly or indirectly) on student success.

The Business Services Office is, generally, an inward facing service organization (service to faculty and staff), whereas the faculty and staff is an outward facing service organization (providing instruction and

services) to our students. By nature, a collaborative relationship exists between the Business Services Office and the rest of the campus community. The Business Services Office is focused on serving our education and service providers, to create efficiencies and value added services that allow them to do their jobs and to do them well. It can be generally stated that everything the Business Services Office does is a collaborative effort that impacts the campus community. In one form or another, the office’s work is directly related to helping an instructional or service unit complete their work.

Recent changes in staffing (both structurally and incumbency) have refocused the unit on improving collaboration with our campus partners by giving us opportunity to analyze current business practices. This evaluation covers not just process efficiency, but also if the process/task itself adds value to what we do or need to accomplish.

Some recent key examples of the Business Services Office collaborating with the campus community, include improving the campus budget reporting and analysis formats, improving transparency and information exchange with our categorical program managers, working with the Office of Instruction to improve local processes for faculty and staff hiring/onboarding, improving the requesting/scheduling of campus facilities, and wider use of web-time entry for hourly classified staff.

2 LONG TERM GOALS (HOW TO GET THERE)

2.1 LONG TERM (5 YEAR) GOALS TO MEET COLLEGE STRATEGIC PLAN

Consider the College’s Strategic Directions along with our Integrated Planning Goals listed here:

College Strategic Directions 2014-2019	Integrated Planning Goals
<ol style="list-style-type: none"> 1. Increase equitable student engagement, learning, and success. 2. Strengthen community engagement and partnerships. 3. Promote innovation, expand organizational capacity, and enhance institutional effectiveness. 4. Invest in technology, fortify infrastructure, and enhance fiscal resources. 	<ol style="list-style-type: none"> 1. ACCESS: increase access through enrollment of students currently underserved in our community. 2. IDENTIFYING PATHWAYS: Increase the number of students that define a goal and pathway by the end of their first year. 3. COLLEGE-LEVEL TRANSITION: Increase the number of students successfully transitioning into college level math and English courses. 4. PERSISTENCE & COMPLETION: Increase successful course completions, and term to term persistence. 5. EQUITABLE SUCCESS: Improve the number of LMC students who earn associates degrees, certificates of achievement, transfer, or obtain career employment.

	6. LEARNING CULTURE: Enhance staff, faculty and administration’s understanding and use of culturally inclusive practices/pedagogy, demonstrating empathy and compassion when working with students.
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List 3 – 5 longer term (5 year) new goals for your program. For each goal, pick 1 – 2 College Strategic Directions and/or 1 – 2 Integrated Planning Goals to which your new goal aligns.

Goals	Aligned College Strategic Direction(s)	Aligned Integrated Planning Goal(s)
<u>Goal 1:</u> Business Services information distribution (webpage)	3, 4	Indirect support for all integrated planning goals
<u>Goal 2:</u> Business process improvement and documentation	3, 4	Indirect support for all integrated planning goals
<u>Goal 3:</u> Refine resource allocation process to improve efficiency and effectiveness	3,4	Indirect support for all integrated planning goals
<u>Goal 4:</u> Improve budget reporting and analysis	3,4	Indirect support for all integrated planning goals
<u>Goal 5:</u> Streamline/align college human resource and payroll functions	3,4	Indirect support for all integrated planning goals

2.2 RESOURCE NEEDS TO MEET FIVE-YEAR GOALS

<u>Faculty/Staff Resource Request</u>			
Department/Unit Goal - Reference #		Strategic Objective - Reference #	
Request helps with all goals		3, 4	
Department/Unit Name		Position Name/Classification	FTE
Business Services		Administrative Assistant III	1.0
Position Type	Funding Duration	Funding Source	Est. Salary & Benefits
<input type="checkbox"/> Faculty R/T <input checked="" type="checkbox"/> Classified <input type="checkbox"/> Manager <input type="checkbox"/> Student	<input checked="" type="checkbox"/> On-going/Permanent <input checked="" type="checkbox"/> One-time	<input checked="" type="checkbox"/> Operations (Fund 11) <input checked="" type="checkbox"/> Other <input type="text" value="Possible Fund 12"/>	Salary: \$47,316 (step 1) Benefits (est.): \$23,000 Total: \$70,316
Justification:			
Due to the recent staffing changes in the Business Services Office, the unit is in need of higher level administrative position to lead and coordinate the following functions: <ul style="list-style-type: none"> • Facility Space Usage (internal/external use and rental) • Webpage content management • Clerical/administrative support to the Business Services Supervisor and Vice President • Assist HR and Payroll functions with the effective hiring/onboarding of all new employees • Business procedure librarian (assist in content development and document management) • Serve as office coordinator for all internal Business Services Office operations • Serve as administrative staff support to all Brown Act and advisory committees chaired by the Vice President (EEO, Safety, and Technology Advisory) 			