MEMORANDUM

Date       March 21, 2005

TO:        Division of Administration and Finance
           Program Effectiveness Committee (PEC) Members
           Raoul Freeman
           Donn Silvis
           Larry Gray
           John Epps
           Linda Wise

FROM:      Kathleen Hughes, Chair
           Program Effectiveness Committee

SUBJECT:   Program Effectiveness Committee (PEC) Hearing for FY 2005-06
           Tuesday, March 22, 2005 at 2:30pm in SBS E220

The University Budget Committee (UBC) issued a revised call to the divisions regarding the assessment planning and budget process for College Year 2005-06. It noted that, although the Governor’s Proposed Budget Allocation has included new growth funding for 2005/06, the campus would not have new funds to allocate in 2005/06. The new enrollment growth funds provided for in 2005/06 as well as potential Home Depot Center funds will be allocated to cover the 2004/05 on-going budget shortfalls and the deficit from the shortfall in State University Fee Revenue in 2004/05. UBC further stated, because there are no new growth funds to allocate for 2005/06 the committee stated that it is not necessary to go into a budget allocation or reduction process.

The information being requested of the divisions/PECS is the following:

1. Summary review of programs in the divisions.
2. Divisional Fiscal Update.
3. Future Plans for the Division – how will division cover costs without new funds?

Attached are the departmental Program Effectiveness and Budget Reports; and, the Vice President’s divisional fiscal report. Additional information will be provided to you at the meeting tomorrow. George Pardon, Vice President of Administration and Finance will make the presentation on behalf of the division. I look forward to seeing you at the hearing. If you have any questions, please contact me, ext. 2420. Thank you.

Kathy
**Divisional Fiscal Update**

04/05 One time funds used for reduction 430,318.00

Identified Divisional On-going Reductions taken in 04/05

Divisional Operating Expenses 127,900.00

**Reduction in Positions**

- Acct Clerk-A 26,964.00
- Doc Processor (ASC I) 30,576.00
- IT Consultant 48,000.00
- Custodian 24,672.00
- Reprographics Mgr 50,784.00
- Benefits Credit 28,959.00

Reduction Identified 337,855.00

One-Time reduction carried forward into 2005/2006 92,463.00

**On-going operational needs for 2005/2006**

- Telephone Switch Equipment Service Contract 39,744.00
- Smart Classrooms Upkeep and Maintenance 34,547.00
- Repair Faculty and Staff Computers 30,000.00
- Nonresident alien tax compliance software license 3,350.00

Total on-going operational needs for 2005/2006 107,641.00

Total on-going resource needs for 2005/2006 200,104.00 *

* To be funded from positions held vacant in 2004/2005.

**Future Plans for the Division**

For 2005/06 the Division of Administration and Finance will fund the on-going resource needs of approximately $200,104 from position held vacant in FY 2004/05. The Division will manage its resources and to do its part in meeting the required FTE target for FY 2005/06. There are unfunded needs related to PeopleSoft. A loan has been taken but there are still many unknown costs in relation to this project.

**Unfunded Campus Needs**

It is recognized that UBC doesn't have funds to allocate this year. The items below are important items for the university and would like UBC and the campus community to be aware of these needs and fund them once funds become available.

Upgrade computers for Faculty & Staff 400,000.00
Digital Media Materials 20,000.00
Digital Media Equipment 25,000.00
Network Security Analyst Position 65,000.00

510,000.00
1. Mission Statement

“The Accounting Services office is dedicated to providing a range of responsive, customer-oriented financial services to students, employees and vendors of the University.”

While this statement is accurate, it does not completely describe the mission of this office. Accounting Services also has a responsibility to comply with applicable mandates of CSU, State, Federal and other outside entities in performing its functions. It is the proper and reasonable balancing of the requirements of these external customers with the desires of our internal (campus-based) customers that serves as the total mission of Accounting Services.

2. Goals

Accounting Services has several basic goals:

1. To collect on a timely basis fee and other revenue from all persons to whom the University provides services, or who otherwise provide funds to the University.
2. To deposit such collections timely and accurately.
3. To issue and/or disburse payments to those persons who provide services to the University, and to do so timely and accurately.
4. To issue and disburse, on a timely and accurate basis, payments to students of the University who receive financial aid, or who have overpaid for services they have received from the University.
5. To record financial transactions related to the receipt, disbursement, or transfer of University funds timely and accurately.
6. To regularly analyze and reconcile University financial records to ensure their ongoing accuracy.
7. To regularly prepare and issue/submit financial reports, and offer advice and training that provide desired or required information to the department’s internal or external customers.

3. Functions

The functions performed by Accounting Services may be classified in the following general categories:

Accounts payable (including travel)
General ledger accounting
Financial reporting
Student financial aid and fee refund disbursements
Billing and Collections
Accounts receivable
Cashiering
4. Services performed to carry out function. Identify if service is campus only or serves external constituents (i.e. Chancellor’s Office, off-campus organizations, etc.).

**Services Performed Due to Internal Customers’ Needs**  
(These services directly benefit or affect on-campus constituents – students or employees)

- Payment of employee travel advances and claims
- Process and issue student financial aid checks
- Process and issue student fee refunds
- Issue student fee billings
- Collect on past-due student accounts
- Maintain student Perkins Loan records
- Receive/process payments from students or employees
- Provide advice or assistance to students or employees
- Process student installment payment plan documents
- Submit past-due student/employee accounts to Franchise Tax Board
- Process fee waivers for students
- Process/distribute employee payroll checks
- Issue quarterly financial reports to campus departments
- Issue annual tax documents (Form 1098-T) for students

**Services Performed Due to Campus-Wide Customers’ Needs**  
(These services are of benefit to campus constituencies, but in a general manner)

- Prepare journal entries for expense/revenue/transfers
- Process on-campus department chargebacks
- Record financial transactions in automated systems
- Update and maintain automated systems
- Monitor and invest idle trust fund cash
- Request drawdowns of Federal and State financial aid funds
- Reconcile financial aid disbursement accounts with U.S. Dept. of Education
- Reconcile general ledger accounts to subsidiary detail
- Reconcile revenue and expense accounts with State Controller’s records
- Prepare reconciliations of fee revenue to student enrollment
- Reconcile bank statements
- Prepare annual audited financial statements for campus

**Services Performed Due to External Customers’ Needs**  
(These services are required to be performed by external entities)

- Pay vendors for goods and services received
- Prepare quarterly submission of FIRMS data to Chancellor’s Office
- Issue annual forms 1099 to vendors and IRS
- Prepare bank deposits
- Remit cash collections to State Treasury
- Assist in annual preparation of FISAP report to U.S. Department of Education
5. Recognized measurements/benchmarks.

- Data collected as to time taken to make a payment for a completed Purchase Order.
- Data collected as to timely reimbursement of completed travel requests.
- Campus customer satisfaction survey.
- Data collected on collection of monies for unpaid accounts.
- Annual financial audit performed by external auditors.
- Chancellor’s Office FISMA audit conducted every two years.

Improvement efforts have included:

- Installation of Web Credit card payment software. Previously payments made over the web had to be processed manually by the Cashier’s Office.
- Installation of a new Voice response system that allows us to view charges and make credits back to credit cards much easier. Previously payments made over the phone were processed manually by the Cashier’s Office.
- Expanded use of BRIO to assist campus units and Accounting Services personnel in analyzing data.
- Installation of a Cashiering system in Cashier’s Office. Prior to implementation the office did not have a Cashiering system. Now the Cashier’s office can receipt and enter information offline if Banner is down.
- Implementation of a standard expenditure transfer form. Prior to implementation the general accounting area received information from campus departments regarding expenditure transfer requests in no standard format. The new form captures all of the necessary information.
- Modification of APS screens to capture data better and streamline the workload for the Accounts Payable staff. These improvements include modification to screen 157 to prevent omission of revolving fund; modification to 166 to provide more detail regarding data entered for payment of invoices; creation of 11A screen to sort AP voucher from newest to oldest and also allow lookup by invoice or PO number; creation of the 10U screen which allows lookup by a date range; Creation of screen 10S which prevents display of Social Security number.

6. Function/service that could have a perceived need for increase of efficiency. Identify ways to increase efficiency.

<table>
<thead>
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<th>Service/ Function</th>
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<tr>
<td>1. Student fee billing - process is time-consuming and subject to inaccuracies. Not all students receive formal notification of how much they owe, and their admissions and financial aid status is frequently uncertain. As a result, students may be billed in error.</td>
<td>Eliminate the issuance of paper student fee bills; use e-mail or require students to access Banner Web or Voice Response applications to find out what they owe.</td>
<td>Implement previously purchased Touchnet software that creates email billing statements. This requires the assistance of IT personnel and is currently on the list of projects.</td>
</tr>
<tr>
<td>2. Processing of vendor payments by Accounts Payable – many</td>
<td>Accounting and procurement staff must meet on a regular basis to</td>
<td>A combination of increased use of the campus procurement card and better</td>
</tr>
</tbody>
</table>
| | invoices are received that are not supported by purchase orders and receiving documents, which requires A/P staff to do additional time-consuming research to determine validity of invoiced amounts prior to payment.
| | 3. Student financial aid and refund checks are printed and mailed; this process is time-consuming, costly, and subject to lost mailings which result in delayed re-issuance of checks to students.
| | 4. Parking pass distribution—Currently all parking passes are sold or distributed from the Cashier’s Office. This results in long lines during the first 2 weeks of the term due to students having to wait in line to receive their parking pass.
| | 5. Processing of check payments over the web. Currently students can only pay via credit card over the web.
| | 6. Allowing students to enter in the Installment Payment Plan (IPP) via Toroweb.
| | 7. Providing validation stickers to all students.
| | 8. Automate the upload of CSU Mentor credit card payments.
| | 9. Streamline the processing of contractual invoicing.
| | review problems and determine solutions to reoccurring problems.
| | Accounting Services has investigated the use of direct deposit for financial aid and refund checks.
| | Accounting Services has investigated the use of the web to sell parking passes prior to the start of the semester. The passes could then be mailed directly to the recipient rather than having everyone stand in line. The downside to making the pass available online is the additional cost of mailing of the parking passes.
| | By allowing students to pay via check over the web the campus could reduce the cost of credit card discount fees.
| | Currently cashier’s has to manually set up every student on an IPP.
| | Either outsource or discontinue the use of the validation sticker. Currently we have to check to see if the student has paid their fees before issuing a validation sticker.
| | Currently the Cashier’s office manually posts the mentor payments to the individual student’s AR accounts.
| | Currently there is no standardization in the way that contractual invoicing occurs. Often accounts receivable isn’t even aware of the contract until a department asks where the money for the contract is deposited.
| | Communication to vendors and the campus community regarding the purchasing and payment procedures and requirements.
| | Implement previously purchased Touchnet software that creates direct deposit file that interfaces with Bank of America - this would require involvement of IT personnel and is currently on the list of projects.
| | Possibly outsourcing the entire project and thereby passing the cost of mailing onto the online purchaser.
| | Implement previously purchased Touchnet software that allows ACH payments to be deposited to Bank of America - this would require involvement of IT personnel and is currently on the list of projects.
| | Implement previously purchased Touchnet software that allows students to enter into the IPP via the web. This would require IT personnel and is currently on the list of projects.
| | Find another alternative or discontinue the use of the validation sticker. This is not reflective of the status of the student’s account and when direct deposit is implemented only students paying in line will receive a sticker. We currently do not mail validation stickers.
| | Create interface with download to automate the insertion of detail codes in Banner. IT programmer resources need.
| | Better communication between procurement and AR staff. Making sure that accounts receivable is aware of the billing needs of each contract and any UBIT revenue is identified when the contract is issued.
| | Creation of standard sets of terms for the contracts would streamline the billing process and allow more automation to occur.
7. Resource need(s) for Fiscal Year 2005-06. Indicate if request is one-time or on-going.

<table>
<thead>
<tr>
<th>Resource Needs (one-time &amp; on-going)</th>
<th>Justification &amp; University Goal Link</th>
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<tr>
<td>None</td>
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</table>
1. Mission Statement

Our Mission is to create and provide high quality, efficient support and planning services of financial resources as an integral part of the campus community and in support of the CSUDH strategic priorities.

2. Goals

- Maintain a service oriented approach to assist our customers with their financial resource management needs.
- Establish a partnership with our customers to develop a working environment characterized by respect, integrity, and trust.
- Respect diversity and its importance in our overall culture and specifically at Dominguez Hills.
- Provide training and support to our customers on the financial reports and systems.

3. Functions

To manage the campus budgets effectively and efficiently in order to secure and maintain the fiscal integrity of the University.

Responsible for planning, development, and administration of funds appropriated to CSU Dominguez Hills. Provide support to understand and administer budget allocation. Responsible for providing our customers assistance in the preparation, analysis, and management of the University’s financial resources while supporting the University’s strategic priorities.

4. Services performed to carry out function. Identify if service is campus only or serves external constituents (i.e. Chancellor’s Office, off-campus organizations, etc.).

1. FIRMS Budget Submission - campus and Chancellor’s Office
2. Budget Development and Allocation - campus and Chancellor’s Office
3. Campus Budget Plan Financial Reporting - campus and Chancellor’s Office
4. Campus Budget/Finance Committees – campus
5. Financial Evaluation and Assessment of Current Year – campus
6. Customer Service - campus and external
8. Budget Reconciliation with the Chancellor’s Office - campus
9. Financial Review and Year End Reporting - campus and Chancellor’s Office
10. Mid Year Status Assessment - campus and Chancellor’s Office
11. Salary Compensation Analysis – campus
12. Allocation Order Posting/Reconciling/Detailing with memos - campus
13. FRS Maintenance, Reporting and Training – campus
14. SAT Review and Processing – campus
15. Budget Transfers – campus
16. Special Projects – campus
17. Divisional BRIO Reporting and Data Extraction – campus
18. CIRS Reporting and Data Extraction – campus
19. Centrally Monitored Utility Database – campus and Chancellor’s Office

5. Recognized measurements/benchmarks.

- Measure the timeliness, accuracy and volume of Chancellor’s Office reporting.
- Account for the frequency, number and accuracy of budget transfers processed.
- Evaluate the quality, frequency and comprehensiveness of Financial Reporting.
- Gauge the timeliness and inclusiveness of Budget Development and Budget Allocation.
- Research comparable institutions’ budgetary and financial reporting models.

6. Function/service that could have a perceived need for increase of efficiency. Identify ways to increase efficiency.

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<td>1. Financial Information</td>
<td>Continue to improve the comprehensiveness and quality of financial information.</td>
<td>Determine what financial information the general campus constituent seeks.</td>
</tr>
<tr>
<td>2. Budgetary Policies</td>
<td>Develop more detailed budgetary policies, which are accepted and approved by the university community.</td>
<td>Determine what budgetary policies the university community feels are needed.</td>
</tr>
</tbody>
</table>

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1. **Mission Statement**

   The Mission Statement for the Department of Business Process Management is to:
   1) effectively coordinate audit activity, 2) coordinate the development and enhancement of divisional policies and procedures, 3) provide effective campus coordination for Nonresident Alien Tax Compliance issues, and 4) provide awareness of other tax compliance issues.

2. **Goals**

   Provide coordination and guidance of the campus’ auditing activities

   Provide awareness of tax compliance issues.

   Provide coordination and guidance of tax compliance regulations for nonresident aliens.

   Provide coordination and guidance to divisional departments in the development and updating of policies and procedures.

3. **Functions**

   a. Coordinate campus-wide activities

   b. Coordinate and provide guidance for divisional departments in the development and updating of policies and procedures.

   c. Provide campus-wide coordination and tracking of payments and tax withholding made to nonresident aliens and report these activities in compliance to IRS regulations.

   d. Provide awareness to tax compliance issues.

4. **Services performed to carry out function. Identify if service is campus only or serves external constituents (i.e. Chancellor’s Office, off-campus organizations, etc.).**

   a. Serve as primary campus contact for auditing agencies and serve as campus audit facilitator.

   b. Provide guidance, review and coordination of campus audit responses.

   c. When appropriate, provide campus departments clarity and/or obtain clarification from auditing agency of audit questions and audit issues.

   d. Assist campus departments in identifying ‘best practice’ resources for policies and procedures.

   e. Facilitate the development and/or enhancement of policies and procedures.
f. Facilitate the identification of existing procedures for various functions within departments.

g. Coordinate the addressing of process, policy and procedural issues and audit findings that are cross-functional and cross-divisional.

h. Provide guidance, review and coordination to follow-up of audit findings.

i. Provide campus direction, monitoring and oversight for non-resident alien tax compliance issues.

j. Develop procedures and processes related to payments made to nonresident aliens.

k. Provide campus-wide coordination and tracking for payments made to nonresident aliens.

l. Make appropriate divisions/departments aware of nonresident alien tax compliance issues.

m. Perform investigative campus audits as needed.

5. **Recognized measurements/benchmarks.**
   - Timely completion and submission of audit responses
   - Customer service questionnaire.

6. **Function/service that could have a perceived need for increase of efficiency. Identify ways to increase efficiency.**

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<tr>
<td>1. Provide guidance, review and coordination to follow-up of audit findings.</td>
<td>1. Continue to send reminders to departments regarding their need for monitoring audit findings for compliance, and/or identify additional resources to perform regular internal audits.</td>
<td>1. Department revisit audit findings regularly to insure compliance.</td>
</tr>
</tbody>
</table>

7. **Resource need(s) for Fiscal Year 2005-06. Indicate if request is one-time or on-going.**

<table>
<thead>
<tr>
<th>Resource Needs (one-time &amp; on-going)</th>
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<tr>
<td>1. Nonresident alien tax compliance software license increases and companion treaty software. On-going $3,350.</td>
<td>This is software need to meet federal requirements for processing and monitoring taxes for actual and potential non-resident aliens. Goal 2d</td>
<td>If funds to continue the contract are not allocated, the campus will not be in a position to meet IRS tax requirements for processing nonresident aliens.</td>
</tr>
</tbody>
</table>
Risk Management/Environmental Health and Occupational Safety

1. Mission Statement
   The intent of the Office of Risk Management/Environmental Health and Occupational Safety (RM/EHOS) is to minimize losses by creating and providing a safe and healthy environment for students, faculty, staff, and campus visitors through specially designed programs and services. Additionally, RM/EHOS assists campus operations and projects in minimizing environmental impacts, surpassing regulatory requirements, and practicing environmentally sound methods.

2. Goals
   To minimize losses and liabilities that may arise from campus and off-campus operations. Areas that are exposed to losses include, but are not limited to personnel, property and the environment.

3. Functions
   Loss control and prevention through health and safety programs, workers compensation claims management, inspections, training, emergency preparedness, environmental compliance and risk management strategies.

4. Services performed to carry out function. Identify if service is campus only or serves external constituents (i.e. Chancellor’s Office, off-campus organizations, etc.).

   In order to complete the mission and goals stated above, the following generalized interactions and services are provided to various campus departments:

   - Enhance operating efficiencies through identification of risks, assessment of risks, selection of risk management technique, implementation of risk management technique and review effectiveness of the technique
   - Emergency Preparedness
   - Implementation of loss control and prevention measures (training, consultation, enforcement, hazard reduction review)
   - OSHA, EPA, Labor Code compliance measures and review

Interface with various departments including Human Resources, Procurement, Physical Plant and Facilities Planning. More specialized services are as follows:

- Return to work consultation
- Risk Management consultation
- Loss prevention assessments
- Design review

5. Recognized measurements/benchmarks.
6. Function/service that could have a perceived need for increase of efficiency. Identify ways to increase efficiency.

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</table>
| Hazardous Waste Management               | Effectively divert recyclable waste streams to appropriate recycling sites | 1) Develop mechanisms to divert waste streams  
2) Designate on-campus sites for accumulation of recyclable materials  
3) Participate in recycling efforts |

7. Resource needs for Fiscal Year 2005-06. Indicate if request is one-time or on-going.

<table>
<thead>
<tr>
<th>Budget Request (one-time &amp; on-going)</th>
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DIVISION OF ADMINISTRATION AND FINANCE
PROGRAM EFFECTIVENESS AND BUDGET REVIEW PROCESS
for Fiscal Year 2005-2006

EQUITY & INTERNAL AFFAIRS

1. Mission Statement

The mission of the Office of Equity & Internal Affairs is to assist the University by performing a broad range of functions relating to: equal employment opportunity, immigration, faculty and staff employment, and student disciplinary and judicial matters, in accordance with federal and state laws to insure the orderly conduct of the business of the University.

2. Goals

- Train Assistant to Director in order for her to assume more duties of the office
- Improve efficiency in handling matters
- Continue to evaluate affirmative action compliance procedure for improvement purposes

3. Functions

- Serve as University’s Equal Opportunity/Affirmative Action Officer
- Serve as a resource in the resolution of faculty and staff employment matters
- Handle all employee disciplinary matters (faculty and staff)
- Review existing policies and procedures as requested
- Provide training in various areas for faculty and staff (see Item 4 for areas of training)
- Handle all University immigration matters
- Serve as the University’s Americans with Disabilities Act (ADA) Coordinator
- Handle various student affairs matters
- Act as the liaison with the Office of General Counsel in the Chancellor’s Office on all employment-related litigation

4. Services performed to carry out function. Identify if service is campus only or serves external constituents (i.e. Chancellor’s Office, off-campus organizations, etc.).

All services performed by Equity & Internal Affairs are due to campus-wide needs.

University’s Equal Employment Opportunity Officer

- Prepare University’s annual affirmative action plan
- Prepare University’s annual VETS-100 report
- Establish/develop/improve affirmative action compliance procedure
- Establish/develop programs for prevention of sexual harassment, workplace violence, or hostile work environments
- Assist in University’s compliance with and adherence to all laws and regulations in this area
- Provide affirmative action guidance to all search committees
• Confer with individual employees or students on allegations of discrimination or harassment
• Investigate allegations of discrimination or harassment and make recommendations

Faculty/Staff Employment Matters

• Working with appropriate personnel from either Human Resources Management or Faculty Affairs serve as resource in the resolution of faculty or staff employment matters, including, but not limited to, resolution of informal and formal grievance; complaints arising out of the perceived violation of University policy and/or state or federal employment laws, rules and regulations
• Work with appropriate administrator on nonretentions of Management Personnel Plan employees
• Prepare necessary paperwork to nonretain Management Personnel Plan employees

Faculty/Staff Disciplinary Matters

• Work with supervisors/managers to address employee misconduct, including, but not limited to, advising supervisors/managers whether grounds for corrective action exists; advising supervisors/managers of available sanctions for misconduct involved; and reviewing or preparing informal disciplinary actions of reprimands or counselings
• Conduct investigations, if required, in response to request to initiate disciplinary action
• Prepare all necessary documents and obtain all necessary approvals to implement disciplinary action

Policy Review and Development

• Review existing campus policies and procedures as requested, making recommendations for improvement where appropriate
• Recommend the development of policies where needed and draft those policies as requested

Training

• Working with the appropriate offices, provide faculty/staff training in the following areas:
  o Serving as a Skelly Reviewing Officer
  o Representing the University in administrative hearings
  o The Americans with Disabilities Act
  o Sexual Harassment
  o Preparing discipline cases
  o Preparing performance evaluations
  o Documenting employee misconduct

Immigration Matters

• Handle all University immigration matters, including but not limited to:
Preparing and filing necessary paperwork to obtain and maintain appropriate visas for employees
Preparing and filing necessary paperwork to obtain permanent residence status
Providing I-9 training
Serve as primary designated school official for SEVIS
Maintain J visa program

University’s ADA Coordinator
- Serve on the University’s Disability Management Team
- Provide workshops/training on the requirements of the ADA
- Work with appropriate personnel in responding to requests for accommodations under the ADA

Student Affair Matters
- Review campus policies and procedures that govern all student grievance, judicial and disciplinary matters and make recommendations for improvement in those processes as appropriate
- Train individuals in representing the University in student discipline hearings
- Train individuals to serve as Hearing Officers at student discipline hearings
- Serve on Parking/Security Committee on Home Depot Center matters

University Employment-Related Litigation Matters
- Pull together all documents related to a litigation case and transmit to the Office of General Counsel
- Work with Office of General Counsel in developing strategy for cases
- Keep the President and other appropriate administrators informed on the status of pending employment-related litigation matters
- Advise Risk Management of pending employment-related litigation matters

5. Recognized measurements/benchmarks.
- Investigations have been conducted in a more timely manner than previously.
- Completed University’s Affirmative Action Plan
- Chaired committee to revise University’s smoking policy
- Chaired committee to develop University Master Calendar
- Revised sexual harassment policy

6. Function/service that could have a perceived need for increase of efficiency. Identify ways to increase efficiency.

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<td>For all functions</td>
<td>Evaluate each function to determine how is function can be performed for efficiently.</td>
<td>None</td>
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For all functions

Evaluate each function to determine how is function can be performed for efficiently.

None
7. Resource need(s) for Fiscal Year 2005-06. Indicate if request is one-time or on-going.

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1. Mission Statement
   Facilities Planning and Construction Management's mission is to plan, design and construct major new and remodeled facilities that assist the University in achieving its educational mission and that are programmatically functional, aesthetically pleasing, accessible and safe.

2. Goals
   a. Maintain an understanding of the campus facilities,
   b. Develop and maintain a viable physical master plan that is consistent with the academic master plan and the supporting functions,
   c. Assist the campus administrators in the development of program statements for proposing new facilities, and the remodeling of existing buildings,
   d. Program, plan, design and construct new facilities.
   In addition to the general expectations of Facilities Planning as indicated in the items above, the goals and objectives are, as follows:
   e. Assure all Major and Minor Capital Outlay Projects are reviewed timely for fiscal control.
   f. Set up a design process that will assure that minor projects are properly designed well in advance of the allocation of the funds, to provide for timely contracting of services.
   g. Set up a campus space and facilities database with the long-run intent to provide an online-internet-accessible-graphics database. The three elements of the process to be accomplished are:
      i. Acquire a user-friendly database.
      ii. Set up the data entry, edit and report screens.
      iii. Review actual room classifications and usage.
   During this period the objective is to audit many of the existing buildings. During 2002-2003, this process had not been given a high enough priority due competing needs.

3. Functions:
   a. Proposals for new buildings and the renovation of existing facilities.
   b. Manage the design of new buildings and the renovation of existing facilities.
   c. Manage the construct new buildings and the renovation of existing facilities.
   d. Maintain the Physical Master Plan of the Campus.
   e. Manage the space and facilities database.

4. Services performed to carry out function. Identify if service is campus only or serves external constituents (i.e. Chancellor’s Office, off-campus organizations, etc.).
   a. Consult with the campus administrators to develop the Capital Outlay Proposals for new facilities and the renovation of existing facilities. Discuss with campus leadership for their requirements for new space. Review the utilization of existing space to justify the request for existing space. Assess existing facilities for deteriorating conditions and the change in program needs to justify renovation. Meet with Facilities Planning Design and Construction of the Chancellor’s Office to better understand their view on the scope of the proposals to improve the campus success in acquiring funds for new construction.
When a renovation is desired, an architect is required and managed to assess the cost to upgrade the building systems and to assist in the development of the proposal.

b. Upon budget approval for a project, an architect is engaged to develop the design to meet the project scope. As a team with the architect meet with all of the stakeholders of the building (campus administrators, Campus Master Plan Committee, program areas that will occupy the facility, as well as, students) to help develop a schematic plan that meet the needs of the campus and students. Upon completion of the schematic design, the design is reviewed by the campus and approved. The project then submitted to the Chancellor’s Office for their approval and presented to the Board of Trustees’ for their approval.

c. Upon the completion of plans and specifications, we solicit a bid for the construction of the project and manage the contractor’s efforts as he erects the building.

d. Master planning requires a full assessment of the campus requirements for physical space to meet its academic goals. On a periodic basis the master plan should be reviewed for its ability to channel the placement of campus buildings consistence with expectations of the campus community. In addition, as a new building is proposed, its site, again, is reviewed to insure that properly placed. To meet this need an architect is hired to be the master plan architect to review the placement of a building and to review its design to insure it is consistence with the campus building style. This office provides oversight of the master plan architect.

The periodic review by the master plan architect requires an intensive assessment of the current master plan. He will meet with campus administrators and provide opportunities for each stakeholder on campus to provide input on their views of existing and proposed master plan changes.

e. To provide optimum facilities planning, it is necessary to maintain a space facilities database that can track the meaningful data about the usage of the space to quantifiably support the proposed projects for capital outlay. This task is excessive. The campus database has never been reviewed for its quality or accuracy. Additionally, are all the elements that necessary to meet the campus needs in the database? Currently this function has been given minimum support and needs an individual to make it current and meaningful.

5. Recognized measurements/benchmarks.

a. When assessing the accomplishments of the Facilities Planning and Construction Management, ASF/FTE model maintained at the Chancellor’s Office evaluates the campus space in assignable square footage (ASF) as a ratio of FTE. Comparing it to a standard for mode, level and discipline of instruction and standards for the other functions of the campus, it becomes reasonable clear if the department has been deficient in acquiring funds for new buildings. If the model predicts a need for space sufficient to propose a new building to meet the deficiency then the office is meeting its goal. If there is no need for additional space then it had met its goal.

If there are buildings in need of renovation and no proposals are being prepared then the office is deficient. It is expected that if a building is at least 30 years old, it will need renovation and a proposal should be prepared.
b. When assessing the design quality, it is necessary to review the percentage of errors and omissions by the architect for a project. This is done when the project is completed and the cost of the change orders are assessed. If the cost is less than 2% then it was a good job.

c. When assessing the quality of construction management, there are several items that need to be reviewed. Quality of the documents maintained during construction. This is important. The better the records are maintained, there is less of chance that if there is was an opportunity for the contractor to sue, he will not. This indirectly means that proper direction was issued to the contractor negating the need to sue.

d. Each project upon completion, it is reviewed by Capital Planning Design and Construction of the Chancellor’s Office. Their assessment will also indicate the quality of the management of the project.

e. The best way to assess the quality of the function of space and Facility database is to take a random sample of the elements in the database and audit them against the actual space. At this time, one would find it woefully inadequate.

6. Function/service that could have a perceived need for increase of efficiency. Identify ways to increase efficiency.

<table>
<thead>
<tr>
<th>Service/Function</th>
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<th>Ways for Campus to Assist Department in Improving Efficiency of Service/Function</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Space and Facilities Database</td>
<td>This database information needs to be continually updated. It is important that the actual space usage is monitored to insure accurate information for use in developing Capital Outlay Proposals.</td>
<td>No ideas are available at this time.</td>
</tr>
</tbody>
</table>

7. Resource need(s) for Fiscal Year 2005-06. Indicate if request is one-time or on-going.

<table>
<thead>
<tr>
<th>Budget Request (One-time &amp; on-going)</th>
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</tr>
</thead>
<tbody>
<tr>
<td>1. None</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
1. Mission Statement

The California State University, Dominguez Hills Foundation was incorporated in 1968 as a partner of the University to provide services and enhance programs that are an integral part of the educational mission of California State University, Dominguez Hills.

2. Goals

Each of the following goals are focused on four key areas: building corporate and community partnerships, enhancing the University’s student environment, improving commercial services operations, and expanding and enhancing grant, contract and other development services. Specific goals are:

a. Work with the University to facilitate property development projects that are compatible with the academic mission. The primary project in this area is the Faculty/Staff Housing Complex which will include 200+ homes in the southeast sector of the campus.

b. Continue to provide dining services to the campus community during the 20-month closure of the Loker Student Union for renovation and expansion.

c. Work with the Director of Research and Funded Projects, deans, and faculty to expand and enhance pre-award grant and contract services and support.

d. Continue to implement policies and procedures in post-award grant and contract administration.

e. Develop and open new food concepts on campus, particularly in the new Loker Student Union.

f. Improve the overall financial condition of the Foundation by monitoring investments and endowments, managing cash flow and accounts receivable, and building the capital reserves of the Foundation.

3. Functions

a. Administration of Grants and Contracts
b. Administration of Agency Funds and Campus Programs
c. Provision of Financial and Business Services
d. Management of Investments, Endowments, Gifts and Donations
e. Development, Operation and Management of Commercial Services (food service, catering, grab and go stores, vending, bookstore, etc.)
f. Acquisition, Development and Management of Real Property
g. Development of Public/Private Partnerships

4. Services performed to carry out function. Identify if service is campus only or serves external constituents (i.e. Chancellor’s Office, off-campus organizations, etc.).

b. Campus Programs Administration. Interact with: all divisions.
d. Management of Endowments, Gifts and Donations. Interact with: University Advancement, Student Affairs, Academic Affairs, Administration and Finance, President’s Office, investment broker and donors.
e. Commercial Services (food service, bookstore, vending, catering, etc.). Interact with: customers from the total campus community.
f. Real Property Development and Management. Interact with: President’s Office, Administration and Finance, Academic Affairs, private sector companies, real estate firms, bankers and Board of Directors and the Chancellor’s Office.
g. Creating and Facilitating Public/Private Partnerships. Interact with: President’s Office, Administration and Finance, local government agencies, elected officials, private sector companies, Board of Directors, and the Chancellor’s Office.

5. Recognized measurements/benchmarks.

a. Independent Audits
b. Meetings with deans and faculty
c. On-site feedback from customers
d. Customer Satisfaction Surveys
e. University-Wide Commercial Services Committee
f. Meetings of the Student Union and ASI boards of directors
g. Comparisons to other CSU campuses
h. Comparison to industry-wide benchmarks such as those set by: CSU/AOA, NACUBO, National Association of College Auxiliary Services, Society of Research Administrators, National Council of University Research Administrators, and the Council of Governmental Relations
6. Function/service that could have a perceived need for increase of efficiency. Identify ways to increase efficiency.

<table>
<thead>
<tr>
<th>Service/Function</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Food Service Operations</strong></td>
<td>Break-even Analyses</td>
<td>Financially Support Dining Services</td>
</tr>
<tr>
<td></td>
<td>Operating Action Plans</td>
<td>Suggest New Concepts and Menu Items</td>
</tr>
<tr>
<td></td>
<td>Menu Suggestions from Customers</td>
<td>Recognize Break-even Goals</td>
</tr>
<tr>
<td></td>
<td>Explore New Concepts and Offerings</td>
<td>Give Feedback to Foundation Management</td>
</tr>
<tr>
<td></td>
<td>Increase Outsourcing to Outside Vendors</td>
<td>Be Supportive During the Student Union</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Closure and the Operation of the 20-Month Interim Food Service Plan</td>
</tr>
<tr>
<td><strong>Grants and Contracts</strong></td>
<td>Implement Remaining Policies and Procedures</td>
<td>Give Feed-back on Services</td>
</tr>
<tr>
<td><strong>Administration</strong></td>
<td>Communicate to PIs</td>
<td>Respect the Need for Auditable Transactions and Compliance</td>
</tr>
<tr>
<td></td>
<td>High Visibility on Campus</td>
<td>Timely Submission of Technical Reports for Grants and Contracts</td>
</tr>
<tr>
<td></td>
<td>Manage Cash Position</td>
<td></td>
</tr>
<tr>
<td><strong>Business and Finance</strong></td>
<td>Manage Cash Position</td>
<td>Recognize that Investment Performance</td>
</tr>
<tr>
<td></td>
<td>Manage Investments and Endowments</td>
<td>is in a Recovery Cycle</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Assist with Collections if Necessary</td>
</tr>
</tbody>
</table>

7. **NO STATE FUNDS ARE REQUESTED. THE FOUNDATION IS ENTIRELY SELF-SUPPORTING**
DEPARTMENT OF HUMAN RESOURCES

1. Mission Statement

To assist in attracting and retaining the highest qualified employees needed to staff the CSU, Dominguez Hills campus. To provide support services such as employee benefits, classification review, etc. that assist divisions in answering questions and providing materials to their employees.

2. Goals (Note: this includes continuing as well as specific year goals)

- Create a department procedures manual and train the staff on said procedures.
- Create a central clearing house of campus job descriptions.
- Cross train department staff to guarantee the ability to provide services regardless of who is working on any given day.
- Design a procedure to fill campus vacancies in a timelier manner.
- Clear up backlogs in such areas as personnel files, letters of appointment, performance evaluations, etc.
- Provide training and professional development opportunities for campus employees.

3. Functions

- Provide administrative services and guidance for campus units in filling staff and administrative vacancies including assistance in writing job descriptions, running ads, screening of applications, time lines for interviews, reference checks, etc.
- Provide employees with benefit counseling so as to increase their understanding of all of their campus provided benefits.
- Provide administrative services and guidance for campus units in determining the appropriate classification for new positions. Provide classification review assistance as requested. Conduct internal/external salary equity review as necessary.
- Provide employee relations assistance as required. Help with contract interpretation, grievances, arbitrations, etc.
- Provide administrative services and guidance for campus units with progressive discipline issues. This requires counseling with administrators and affected employees. Provide sample letters of reprimand and suspension.
- Campus custodians for the management of staff and administrative personnel records.
- Provide administrative services and guidance for campus units with the management of performance evaluation procedures. This requires maintaining forms, filing completed forms, suggestions on wording of evaluations, etc.

4. Services performed to carry out function. Identify if service is campus only or serves external constituents (i.e. Chancellor’s Office, off-campus organizations, etc.).

- Benefits briefing for new employees.
- Assisting employees requesting leaves of absence and specific insurance claims.
• Running ads for vacant positions.
• Screening resumes for advertised positions.
• Perform desktop audits for purposes of determining the validity of requests for reclassification reviews or adjustments within grade.
• Review and make recommendations on requests for equity increases.
• Drafting letters of reprimand and or suspension to be used for purposes of progressive discipline.
• Issue confirmation of appointment.
• Write job descriptions
• Provide administrative services and guidance for campus units for the fee waiver process.
• Provide administrative services and guidance for campus units for the ride share program.

5. Recognized measurements/benchmarks.

• Timely processing of campus vacancies
• Timely processing of new employee health benefits and/or changes to benefits of existing employees.

6. Function/service that could have a perceived need for increase of efficiency. Identify ways to increase efficiency.

<table>
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</tr>
</thead>
<tbody>
<tr>
<td>1. Confirmation of employment</td>
<td>Memo of confirmation of employment issued at the moment the new employee is in the HR department for processing</td>
<td>Make sure HR has all of the paperwork needed to issue the confirmation letter, e.g. SAT, job description, references, etc.</td>
</tr>
<tr>
<td>2. Recruitment procedures</td>
<td>Create a procedure to map the workflow. Shorten the advertisement period for most positions. Train more HR staff to screen applications. Create a schedule for divisions indicating key dates to screen and complete interviews. Train more HR staff to make job offers.</td>
<td>Reach mutual agreement on time line schedule for filling vacancies. Ensure that all paperwork is complete before sending in a request to make a job offer. Provide the HR department with a salary range to negotiate with the preferred candidate.</td>
</tr>
<tr>
<td>4. Fee waivers</td>
<td>Expedite the processing of fee waivers. Create a checklist by bargaining unit to confirm the eligibility of affected employees.</td>
<td>Work with other affected divisions to determine what steps can be taken to expedite the process.</td>
</tr>
</tbody>
</table>

7. Resource need(s) for Fiscal Year 2005/06. Indicate if request is one-time or on-going.

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<tr>
<th>Budget Request (one-time &amp; on-going)</th>
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<tr>
<td>None.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
1. **Mission Statement**

The Information Technology departments develop, provide, and maintain a reliable and user-friendly information technology environment, which encourages and supports the use of technologies for instruction, services to students, and for general administration.

2. **Goals**

   A. Provide and maintain a high quality, open architecture, service-oriented information technology infrastructure, and inform faculty, staff and students of its availability and capabilities.
   
   B. Provide the organizational structure and functions to ensure an orderly and economically sound development of the uses of information technology for instruction and administration.
   
   C. Provide a system of on-going training of faculty and staff in the capabilities of the information technology infrastructure, and in the many uses of information technology to enhance learning and services.
   
   D. Encourage alternative modes of organizing for information technology services consistent with the University’s mission.
   
   E. Cooperate with the University community in providing and gaining access to information technology in a two-way exchange.
   
   F. Develop and implement student-centered learning technologies. Promote alternative modes of providing high quality information technology services.

3. **Functions**

   A. Provide leadership and vision for the University’s information technology services
   
   B. Build a reliable technology environment to for faculty, staff, and administration to provide even better service to our students
   
   C. Co-ordinate campus-wide technology projects
   
   D. Provide reliable telephone services, network access, email services, desktop support, and student computer lab access for the campus community
   
   E. Provide support and services to maintain BANNER student administrative system, including training, web enrollment, dial-in system and remote printing. Also support the Toro Web site, Faculty database and Luminis student email service.
   
   F. Provide for instructional media technologies in the support of instructional programs. This includes distribution of equipment and media materials, evaluation of media and equipment and instruction in the use of electronic and audiovisual equipment

4. **Services performed to carry out function. Identify if service is campus only or serves external constituents (i.e. Chancellor’s Office, off-campus organizations, etc.).**

   Provide campus-wide technology services, including instructional computing, administrative computing, instructional media services, telephone and telecommunication services, and user support services. Specifically,
A. Provide campus email services for faculty and staff, including wireless email access.
B. Provide on-campus telephone services.
C. Provide campus backbone network and Internet access; provide secure access to the campus network from off-campus locations through virtual private network.
D. Provide open access computer labs for students and for classroom lab instruction.
E. Provide help desk services for faculty and staff, with wireless network support for students.
F. Provide on-site service to support administrative and faculty functions.
G. Distribute electronic and audiovisual equipment and materials and maintain a digital media laboratory in ERC C-121 containing the entire selection of media materials and the construction and maintenance of enhanced technology classrooms throughout the university.

5. Recognized measurements/benchmarks.
   A. Network up-time
   B. Number of students who use our computer labs and other IT services
   C. E-mail usage by faculty, staff, and students
   D. Number of hits on our primary web server
   E. Number of technology-related training workshops that were offered by IT
   F. Number of phone calls which were made and received by campus community
   G. Number of users who were helped by the Help Desk
   H. Number of workstations IT deployed and maintained
   I. Number of servers IT set up and maintained
   J. Number of routers, switches, and firewalls which IT supported and maintained
   K. Number of faculty members whom IT helped with media equipment or service
   L. Number of deliveries of media equipment
   M. Number of visits to the Instructional Media Center
   N. Number of media materials checked out
   O. Number of original instructional media materials created by faculty and students using the labs authoring stations
   P. Number of uses of enhanced technology rooms
   Q. The usage of the campus-wise wireless network by students and faculty

6. Function/service that could have a perceived need for increase of efficiency. Identify ways to increase efficiency.

<table>
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<tbody>
<tr>
<td>1. Deployment of software upgrades and anti-virus updates.</td>
<td>Use an automated network push for deploying upgrades in order to reduce need for Help Desk staff to make an office visit to each system.</td>
<td>Need agreement from campus departments to ‘push’ updates to individual desktops.</td>
</tr>
<tr>
<td>2. Provide better support for the campus network.</td>
<td>Provide cross-training for network analysts so that functions such as Internet services and email services are not dependent on one person for support.</td>
<td>Provide funding to send staff to training and network maintenance contracts.</td>
</tr>
<tr>
<td>Number</td>
<td>Task Description</td>
<td></td>
</tr>
<tr>
<td>--------</td>
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<td></td>
</tr>
<tr>
<td>3.</td>
<td>Stabilizing Helpdesk services.</td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Provides hardware support for the functional areas across campus</td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Provides technical support for applications and systems across departments</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Instructional Media Services</td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>Instructional Media Distribution</td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>Instructional Media Materials</td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>CMS implementation</td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td>Enhance network security</td>
<td></td>
</tr>
</tbody>
</table>

3. Stabilizing Helpdesk services.  

- Provide training for Helpdesk staff to provide better service to faculty and staff  
- Provide appropriate level of compensation and workload to retain Helpdesk staff.

4. Provides hardware support for the functional areas across campus  

- Providing current support and maintenance of computer equipment requires servers to be up-to-date providing newest technologies for reliability and performance.  
- Provide funding for necessary computer update

5. Provides technical support for applications and systems across departments  

- The role of IT is becoming cross functional and will be more involved in training and data integrity than programming.  
- Provide ways for staff to become more involved in service activities across campus and to allow funding to help support new application needs.

6. Instructional Media Services  

- Create a permanent augmentation for the support of smart rooms and portable smart room technology.  
- Provide the department with additional resources to fund Smart Room support and construction of Smart Carts.

7. Instructional Media Distribution  

- Have additional equipment to support new technologies on campus.  
- Provide the department with resources to acquire the necessary equipment and supplies.

8. Instructional Media Materials  

- There are analog materials collected by IMS over the years, which are difficult to access and use by faculty and students. We need to digitize analog media materials and make it easier for faculty and students to use them.  
- Provide the department with resources to digitize the analog media materials.

9. CMS implementation  

- We are implementing CMS HR and Finance modules.  
- With CMS HR and Finance modules implemented, the efficiency of business operations will be increased.

10. Enhance network security  

- We have been trying our best to address network security issues and redesign our network to tighten up our network security. However, given the limited resources, we cannot act preventively by monitoring our network and solve network security problems before they occur. We barely have resources to respond to network problems after they have occurred.  
- Provide the necessary resources to hire the network security analyst, which most of our sister CSU campuses have done.
7. **Budget Request(s) for Fiscal Year 2005-06.** Indicate if request is one-time or on-going. List one-time requests and then list on-going requests. (Use of matrix is optional).

<table>
<thead>
<tr>
<th>Budget Request (one-time &amp; on-going)</th>
<th>Justification</th>
<th>Impact if Budget Request Is not Allocated</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. On-going $39,744 to meet the increased cost for our telephone switch equipment service contract as a result of adding telephones in Welch Hall and all campus classrooms.</strong></td>
<td>Telephone services are required in Welch Hall and in classrooms for emergencies. Goal 1D, 2D, 3A, 4C</td>
<td>Welch Hall telephones will not be supported without the service contract, with the possible result of loss of phone services to the whole building. Equipment and software upgrades also occur on a regular basis and are covered by the contract. If the equipment is not covered and the main campus telephone switch has to be upgraded, the equipment in Welch Hall may cease to communicate with the phone switch.</td>
</tr>
<tr>
<td><strong>2. On-going funding of $34,547 to keep 45 smart classrooms functional</strong></td>
<td>To insure that Smart Rooms function without any unnecessary down time, it is critical to have a budget that will support the replacement of equipment, supplies, software and hardware. Supplies include bulbs, connectors, cable and other materials. Any element of the Smart Room package can be a potentially expensive replacement item. VHS machines cost several hundred dollars, computers are over a $1000 and projectors are almost $3000. With an appropriate budget for equipment and contingencies, IMS could provide uninterrupted service to these rooms. Goal 1D, 2D, 3A, 4C</td>
<td>Some (possibly 10 – 12) smart classrooms may not be functional or only be partially functional.</td>
</tr>
<tr>
<td>Significant line items:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Projector bulbs: 30x$558=$16,750</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Replacement projectors: 2x$2259=$5,118</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Replacement computers (CPU only) in 6 smart classrooms: 6x$1,100=6,600</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Replacement VCR/DVD: 2x$284=$586</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Replacement projector screens, audio/video equipment, switch panels, etc.: $5,510</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>3. On-going $30,000 to repair old computers for faculty and staff and keep them going until funding is available for their replacement.</strong></td>
<td>About 630 Faculty and staff computers are going to be five years old in 2005-2006 fiscal year. We know that we don’t have fund to replace these old computers. Some of these computers will break down and need repair. We need a minimum</td>
<td>Faculty and staff will not be able to work when they computers break down.</td>
</tr>
</tbody>
</table>
We understand that UBC doesn’t have funds to allocate this year. The items below are important items for the university and we would like UPC and the campus community to be aware of these needs and fund them when there is funding available for allocation.

1. On-going $400,000 to upgrade old computers for faculty and staff systematically every three years.

   Many faculty and staff computers are now obsolete and will be off extended warranty by summer 2005. The $100,000 funded by UBC in 2001/02 was eliminated due to budget reduction. There is no fund to maintain the PC’s. We need a strategic approach to this problem by building up a fund to upgrade faculty and staff computers systematically every three years.

   Goal 1D, 2D, 3A, 4C

2. On-going $20,000 to purchase digital media materials and re-purpose relevant analog materials.

   To support instructional needs, we need to acquire new media materials when they are available. We also need to convert the analog materials collected by IMS over the years and save these materials from getting permanently damaged from aging and deterioration.

   Goal 1D, 1E, 2D, 3A, 4C

3. On-going funding of $25,000 to purchase media equipment for supporting instructional activities.

   To maintain the support for faculty’s instructional activities, we must replace and upgrade the aging audio and video equipment in Instructional Media Center. Faculty continue to use everything from overhead projectors to mediated carts with laptops and LCD projectors. All must be repaired and replaced to

   Faculty and staff are not able to use newer versions of some instructional and administrative software. Once the systems are off-warranty, repairs will be costly and take longer, so faculty and staff could be without a computer for days or even longer.

   Goal 1D, 2D, 3A, 4C

   We will have to stop acquire new media materials and the analog media materials may deteriorate to a point where permanent damage may occur, resulting in losing the instructional content on these analog media materials.

   The amount of instructional media equipment will be reduced.
4. **On-going $65,000 Network Security Analyst**

   keep the inventory in safe, acceptable working order. The replacement of bulbs for the dozens of projectors in the IMS inventory in and of itself is a major expenditure. Bulbs cost from $20 to over $200 each and scarcely a day goes by without a lamp being replaced.

   With the increase in both number and sophistication of virus, worm, and network security attacks, the campus network, servers, and desktops are vulnerable. Our network analyst constantly has to troubleshoot and fix network breaches and we don’t have the resources to proactively monitor and safeguard our network.

   Our network is not actively monitored on a regular basis and we cannot act proactively to prevent hackers from attacking our network and computers. Without enough staff to monitor and protect our information systems, our departmental servers and faculty and staff computers are at risk for being hacked, resulting in the loss of confidential information.

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Special Note: If new department money was received for FY 2005-06, identify how it was used and what benefit was derived. (Provide update if funds have not yet been used).

A. **$100,000 computer replacement fund.** It made it possible to replace some old computers for faculty and staff. Without the fund, some faculty and staff may not be able to work to their full capacity. However, this fund was eliminated due to budget reduction.

B. **$50,000 UNIX support technician.** It supports UNIX computers for faculty and students in science departments (Chemistry, Mathematics, and Physics).

C. **$50,000 for a mediated classroom technician.** The position helps keep the smart classrooms in working order.

D. **$50,000 for a helpdesk technician.** This position helps relieve some workload at Helpdesk. However, this position is being eliminated due to budget reduction.
1. **Mission Statement**
   The primary mission of Payroll Services is to provide timely and accurate compensation payments to all employees, meet promptly and changing needs of the Campus community and to provide prompt response to employee inquiries.

2. **Goals**
   The major goals of the Payroll Services Office are to accurately pay employees in a timely manner, post and display accurate leave balances on a monthly basis, provide professional support and expertise, answer inquiries within a 48 hour period and continue providing the campus community with guidance and training as needed and requested by the community through a user friendly approach.

3. **Functions**
   - Providing pay checks to all employees.
   - Maintaining attendance records.
   - Processing new and returning faculty.
   - Responding to court ordered payroll records.
   - Completing all tasks that are related to payroll functions.
   - On-going communication and training the campus community in payroll processing.

4. **Services performed to carry out function.** Identify if service is campus only or serves external constituents (i.e. Chancellor’s Office, off-campus organizations, etc.).
   - Audit, process and release payments for all general, extended education, reimbursed and lottery fund transactions. Interaction with Human Resources Management, Faculty Affairs, Extended Education and the Schools/colleges for source documents utilized in the processing. Interact with the Office of the Chancellor and State Controller’s Office for interpretation of the MOU’s, processing guidelines set forth in Title V, the State Administrative Manual and Fair Labor Standards Act. Payroll Services is also dependent upon Accounting Services to ensure that all checks are delivered to the appropriate individual.
   - Review and maintain attendance documents and process payments or post leave usage or earnings. Interaction with the State Controller’s Office, the Office of the Chancellor, and all in-house departments submitting source documents utilized in reporting leave usage and earnings.
   - Process part-time faculty. Interaction is required with Faculty Affairs and the Schools/Colleges.
   - When reviewing sign-in documents for staff and student employees, Payroll Services is dependent upon Human Resources Management, Financial Aid Office and Extended Education for ensuring that the documents are accurate prior to submission.
   - Ensure that SAM Section 8580.4(recovery of all campus property and outstanding debt from the employee prior to issuing separation pay) and AB 2410 Payment
of Wages at Separation) are adhered to. Coordination with Human Resources Management, Faculty Affairs and other departments which are responsible for informing Payroll Services by forwarding documents or information when an employee is terminating employment with CSUDH.

- Monitor CSU policy on additional employment. Coordinate with Human Resources Management and Faculty Affairs.
- Adhere to guideline in SAM pertaining to warrants that are not delivered within ninety days of receipt. Interaction with Accounting Office is required to obtain list of warrants not delivered.
- Process accrual batches for input into the FRS system at yearend. This action requires coordination with the Accounting Office, Human Resources Management, Faculty Affairs and all departments that submit documents requiring payment or recovery of overpayments.
- Establish and collect outstanding accounts receivables for both agency and payroll deduction. Interaction with Accounting Office is required to offset A/R’s.
- Prepare the request, monitor and collect revolving fund salary advances. Interaction with Accounting is required.
- Monitor position numbers assigned to positions. Coordinate accuracy with Human Resources Management and Budget Office.

The Payroll Services Office will assist the departments in improving efficiency of services and functions with on-going communication and training.

5. **Recognized measurements/benchmarks.**

All projects must be accurate and timely. These can be demonstrated by review of:

- Percent of errors identified by the State Controller’s Office through their post audit of our work.
- Number of late documents process by and attributable to Payroll Services and identified by the State Controller’s Office retroactivity report.
- Monthly diagnostics reports to include number of employees, number of warrants, number of transactions posted, number of revolving fund salary advances requested and why, number of discrepancies to determine percent of error and identify gaps
- Map payroll processes.

6. **Function/service that could have a perceived need for increase of efficiency.** Identify ways to increase efficiency.

<table>
<thead>
<tr>
<th>Service/ Function</th>
<th>Ways for department to Improve Efficiency of Service/Function</th>
<th>Ways for Campus to Assist Department in Improving Efficiency of Service/Function</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Document Control</td>
<td>Automated document log for incoming and outgoing documents.</td>
<td>Submit accurately completed documents within the posted timeframes. These documents include time sheets, SAT forms, 634 forms</td>
</tr>
<tr>
<td>2. Timely Payroll Processing</td>
<td>Automated time and attendance reporting documents</td>
<td>More accurate totals and audits on the documents submitted for payment.</td>
</tr>
<tr>
<td>3. Accuracy and timeliness of employee’s payments and posting of leave balances.</td>
<td>Payroll Technician training at the State Controller’s Office (SCO) in processing garnishments, leaves accounting system, and CIRS. Customer Service training</td>
<td>N/A</td>
</tr>
</tbody>
</table>
7. Resource need(s) for Fiscal Year 2005/06. Indicate if request is one-time or on-going.

<table>
<thead>
<tr>
<th>Resource Needs (one-time &amp; on-going)</th>
<th>Justification &amp; University Goal Link</th>
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DIVISION OF ADMINISTRATION AND FINANCE
PROGRAM EFFECTIVENESS AND BUDGET REVIEW PROCESS
for Fiscal Year 2005-2006

Procurement, Contacts, Logistical and Support Services

1. Mission Statement

The office of Procurement, Contracts, Logistical and Support Services provides; efficient order process, quality goods, appropriate risk safeguard, contractual review, risk assessment, and appropriate review and efficient accounting and movement of goods and services to and through the campus community. PCLASS ensures that all services provided are in accordance with the legal framework and parameters of the California Public Code, Education Code, the California State University, Contracts and Procurement manual and ethical business practices to assure the fiscal integrity of the University.

2. Goals

a. To use market competition and leverage volume buying to provide low prices in procuring high quality goods and services.
b. To make the ordering of goods and services as seamless as possible within the parameters of the laws of the state, policies and procedures of the California State University system and good business practices.
c. Administrator systems that document the procurement of goods, contracting of services and the receipt, movement and whereabouts of goods.
d. Provide accurate data for system headquarters and the State of California regarding small businesses, disabled Veteran, recycling, consulting and construction reporting.
e. Coordinate bidding of goods, services and construction and the negotiation of agreements within the legal guideline of the State and CSU.
f. Ensure that the University’s external risk is minimized at all times.
g. Establish, monitor and maintain a Facilities Leasing and Scheduling structure that addresses both internal and external leasing policies and procedures, rates and cost that safeguards the University.

3. Functions

A. Procurement and Contracting – Contracting of services, procurement of goods, administration of construction contracts, project job walks, informal and formal bidding, and negotiation of leases, license and community based agreement, maintenance agreements and writing specifications. P and C also is responsible for external risk which includes; ensuring appropriate contractual terms and conditions, certifications of insurance, builders risk, endorsements, payment, performance, and bidder bonds are imposed at the appropriate times, stop payment notices are honored, escrow agreements are properly coordinated with the State Treasurer Office, leasing of university space, tracking, maintaining and ensuring insurance coverage is maintained throughout the course of any agreement including nursing, clinical, or construction, project, affiliation agreements, master teacher, professional related agreements such as architectural, engineers and consultants are formulated to safeguard the University. This includes Foundation, USU and ASI recently. PLCASS is responsible for ensuring compliance with disable veteran compliance, which states that 3% of all university dollar spent must be spent with a DVBE: Small Business
compliance; Recycling requirements which state that the campus must purchase an increased dollar amount of products which contain recycled materials each year. Credit Card Administration – Administration, auditing, issuance, and tracking of University procurement card, American Express and Voyager Gas cards. Procurement and Contracts monitors’ proper usage and spending limits of the procurement card, issues American express cards to university employees who apply and are approved by Amex; issues and monitors usages of Fleet gas cards and ensures appropriate use. P and C also retrieves, discontinues use, suspends and collects cards when an employee leaves, retires or is terminated.

B. Logistical Services – consist of Receiving and Shipping Services, Asset Management, Records Management; Mail Services and Inventory Stores. Receiving Services is responsible for the receipt and documentation of all goods ordered by the University and Foundation (including USU and ASI). Receiving Services is also responsible for Receiving Goods ordered by the campus and shipping outbound packages via Fed-X, Air Borne, UPS and Golden State. Asset Management is responsible for perpetual tracking, documentation, tagging and disposal of all University property and Equipment. Records Management is responsible for imaging data storage for campus records such as contracts, procurement documents, bid documents, insurance certifications and other departmental records. Inventory Stores provides the campus with a variety of goods, it maintains day to day operational goods, such as toilet paper, towel paper, batteries, custodial goods, emergency water and supplies, cleaning supplies, copier paper and toner cartridges, disk drives etc. currently I.S. maintains over 300 items that are supplied daily to various departments all over campus. Stock items are ordered via forecasting, historical buying trends and supply management techniques through an intricate relationship between Procurement and Contracts and Inventory Stores. Mail Services acts as the onsite university postal service, it collects mail from the Post Office; sorts, delivers, send out bulk mailings, collect and are regulated by the guidelines of the United State Postal Services.

C. Facilities Leasing and Scheduling – Leases, schedules and monitors non- academic space for internal and external group. This includes assessment of risk compliance, insurance coverage requirements, and updating and adherence with the Facilities Leasing and Scheduling Policy and Procedures Manual.

D. Copier Services – Provides university-wide maintenance, cost replacement, for all copier maintenance, copier paper, up keep and repair and daily operation. This function systematically ensures that this costly coordination is leveraged through the combination of all campus copier procurement.

E. Reprographic/Fast Copy Services – Provides professional high quality offset printing, limited business cards, black and white and color copying services at a reasonable and competitive price.

4. Services provided to:
   a. Organizations
      1. Data provided to Office of Small and Minority Businesses.
      2. Data provided to Office of Fair Housing Authority.
      3. Data provided to Office of General Services.
      4. Data provided to California Waste Authority.
5. Data provided to Office of Chancellor Office.
6. Data provided to citizens of California under the provision of Freedom of Information Act.
7. Los Angeles County Assessor Office

b. Services to campus constituency and other entities as defined in No. 3.

5. Recognized measurements/benchmarks.
   - Timely receipt of goods and services ordered by campus units.
   - Purchasing of materials in the most cost effective manner.
   - Meeting deadlines of campus units for reprographic submissions.
   - Timely delivery and processing of mail.
   - Timely submission of Chancellor’s Office and governmental mandated reports.
   - Audits conducted by the Office of the Chancellor and other governmental agencies.

6. Function/service that could have a perceived need for increase of efficiency. Identify ways to increase efficiency.

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<th>Service/Function</th>
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</thead>
<tbody>
<tr>
<td>1. Distribution of goods.</td>
<td>Combine Mail and Receiving Services.</td>
<td>Faculty and staff to notify Logistical Services of all moves and changes.</td>
</tr>
<tr>
<td>2. On-Line Requisitioning</td>
<td>Provide on-line requisitioning to all campus units. Currently, only a few departments are using on-line requisitioning. Pending Peoplesoft implementation.</td>
<td>None</td>
</tr>
<tr>
<td>3. Provide Training to Faculty and Staff on services &amp; processes.</td>
<td>Provide better Web based information and training.</td>
<td>None</td>
</tr>
<tr>
<td>4. Track, maintain and monitor Insurance.</td>
<td>On-going monitoring of already implemented systems.</td>
<td>None</td>
</tr>
<tr>
<td>5. Communicate the status of the negotiation of agreements better</td>
<td></td>
<td>None</td>
</tr>
</tbody>
</table>

7. Resource need(s) for FiscalYear 2005-06. Indicate if request is one-time or on-going.

<table>
<thead>
<tr>
<th>Budget Request (one-time &amp; on-going)</th>
<th>Justification &amp; University Goal Link</th>
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</tr>
</thead>
<tbody>
<tr>
<td>1. None</td>
<td></td>
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DIVISION OF ADMINISTRATION AND FINANCE
PROGRAM EFFECTIVENESS AND BUDGET REVIEW PROCESS
for Fiscal Year 2005-2006

Physical Plant

1. Mission Statement

Physical Plant is dedicated to keeping the campus attractive, conducive to student learning, faculty research, teaching and staff activities through the maintenance of its physical facilities and grounds areas, and by providing quality customer service to the CSUDH community.

2. Goals

1. Develop methods whereby the information can be disseminated to the campus community about the quality and services performed by physical plant and use information from the campus to change and improve services.

2. Improve the amount of, and quality of, preventative and routine maintenance performed in order to prolong the life of the campus infrastructure. This area of work has suffered over the last two years due to budget cuts and time spent on construction projects by Physical Plant personnel.

3. Improve the energy usage by improving maintenance on the campus utility systems via a campus utilities committee. Also find renewable sources of energy eg. A co-generation plant.

4. Establish a cleaner and more aesthetically pleasing campus inside buildings and outside in the landscape areas.

3. Functions

a. Respond to and repair emergency situations such as floods, electrical problems, broken items that threaten safety and ongoing potential safety hazards.

b. Custodial cleaning of all buildings, daily cleaning, seasonal cleaning, floor care, high dusting, gymnasium floor care including refinishing and polishing.

c. Grounds care of streets, trees, shrubs, lawns, athletic fields, sidewalks, drainage systems, irrigation systems, and weed control.

d. Plumbing and electrical maintenance of all supply and drainage systems and the installation of new services.

e. Repair and maintenance of vehicles used by physical plant and athletics.

f. Development and completion of any remodel or upgrade work for departments.

g. Care of locks and door hardware including changing keys and access control and security.

h. Physical Plant also performs the set up of equipment for special events and performs moves of office furniture and other large items.

i. Physical Plant is responsible for the usage of all utility systems including energy conservation and management.

j. The goal for services performed is to assist the campus in its functions as a learning institution.
4. Services performed to carry out function. Identify if service is campus only or serves external constituents (i.e. Chancellor’s Office, off-campus organizations, etc.).

The services performed are for those who use campus facilities, e.g., students, faculty and staff who are our primary customers. Outside organizations use the campus and we strive to provide an atmosphere where their function will be accomplished in a pleasant environment. We strive to be a good member of the Carson community and good partners to the HDC.

5. Recognized measurements/benchmarks.

There are several system wide benchmarks on how to perform work within the physical plant environment. We have researched and documented several of those benchmarks and are willing to share that information, but the results are too vast to put in this document. However, included in the information available for review are surveys containing information on performance standards for the grounds and custodial shops. These surveys include standards as compared to other workers within the same shop as well as national standards set by the Association of Physical Plant Administrators.

The standards for trade’s shops are set from publications such as the Means construction standards and by the experience of managers and trades personnel. These standards are displayed on the work orders given to personnel. Comparisons are made as several work orders for the same type of work are completed. That data is available upon request.

6. Function/service that could have a perceived need for increase of efficiency. Identify ways to increase efficiency.

The cleaning and care of the buildings has improved in several areas. However, due to the decrease in budget and the loss of some personnel over the past three years there is an increased need for equipment for our custodial trade.

Help improve the aesthetics of the campus by hiring temporary painters during the school summer months. This would allow us to catch up on the paint requests and keep up with the ongoing need to paint classrooms and public areas such as restrooms and corridors.

The campus needs to improve the security and accessibility of classrooms for faculty and students. Funds are needed to purchase electronic locks for installation on classrooms and sensitive areas. Several keys are not returned every year from departing employees which compromises security and this system eliminates security compromises.

The grounds shop needs a new riding mower for grass and turf areas. This is a mower that will cover large areas that cannot be mowed with a push mower.
### Service/ Function

<table>
<thead>
<tr>
<th>Service/ Function</th>
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</tr>
</thead>
<tbody>
<tr>
<td>1. Improvement of custodial equipment</td>
<td>Provide training to the custodial personnel on how to use this new equipment.</td>
<td>Provide one time funding for the purchase of equipment needed.</td>
</tr>
<tr>
<td>2. Improvement of classrooms and public areas by painting and repairing walls.</td>
<td>The department could suspend painting of offices in order to prioritize the classrooms and public areas.</td>
<td>Provide temporary funding for summer temporary painters.</td>
</tr>
<tr>
<td>3. Purchase electronic locks for installation on classrooms and sensitive rooms.</td>
<td>Improvement cannot be realized in this area without the funds.</td>
<td>Provide funds on a one time basis for the purchase of electronic locks.</td>
</tr>
<tr>
<td>4. Purchase a riding mower for turf and weed areas.</td>
<td>The existing mower is well maintained but is several years old.</td>
<td>Provide funds for the purchase on a one time basis for a new mower.</td>
</tr>
</tbody>
</table>

### Resource need(s) for Fiscal Year 2005-06. Indicate if request is one-time or on-going.

<table>
<thead>
<tr>
<th>Resource Needs (one-time &amp; on-going)</th>
<th>Justification &amp; University Goal Link</th>
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</tr>
</thead>
<tbody>
<tr>
<td>1. Equipment purchases of a pressurized spray cleaning machine, a window cleaning machine, some improved floor cleaning machines and a gum removal washer. ($14,500) One-time</td>
<td>The custodial department is understaffed and the only way to provide the campus with the cleaning it deserves is to increase efficiencies through the use of equipment. This ties to university goal 2.3</td>
<td>Even though the custodial staff is efficient in its processes and work improvement is still needed. This is a one time request.</td>
</tr>
<tr>
<td>2. Temporary hiring of summer painters. ($21,000) One-time</td>
<td>The need of the university is not being met due to understaffing in physical plant. This ties to goal 2.3.</td>
<td>The deterioration of the campus will continue. This is a one time request.</td>
</tr>
<tr>
<td>3. Purchase of electronic locks. (12 locks $11,500) One-time</td>
<td>Improvement of security and accessibility for faculty. This ties to the university goal 2.3.</td>
<td>Faculty will continue to have problems with locked classrooms and the campus in general will continue to have problems with security of equipment. This is a one time request.</td>
</tr>
<tr>
<td>4. Purchase a riding mower. ($21,400) One-time</td>
<td>The current riding mower has outlived its useful life expectancy. This ties to the university goal 2.3</td>
<td>If the current mower breaks down beyond repair the time spent mowing the turf will increase and the productivity of the grounds shop will decrease which will affect the campus landscaping. This is a one time request.</td>
</tr>
</tbody>
</table>