REEDLEY COLLEGE

ADMINISTRATIVE SERVICES

PROGRAM REVIEW

OCTOBER 2009



**PROGRAM REVIEW TEAM**

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# INTRODUCTORY STATEMENT

The Vice President of Administrative Services (VPAS) reports directly to the President and directs the business aspects of the college, Building Services, Business Services Office, Communications, Mail, Food Services, and Printing Services. The VPAS serves as a member of the Executive Cabinet, and Chairs the Budget, Facilities, and Health & Safety Committees.

The VPAS also serves as the Reedley College Liaison with the District which involves the Personnel Commission, District Facilities Planning Committee, Grounds, Human Resources, Maintenance & Operations, Capitol Projects, legal contracts, and Police Services.

The Administrative Services Office provides input and leadership in the areas of:

* Facilities planning and construction, budget analysis and fiscal management, and technology support services;
* Coordination of communication and activities with District departments, personnel, vendors, community groups, governmental agencies, and other outside organizations;
* Development of the District’s Five-Year Capital Construction and Scheduled Maintenance Plans;
* Development and implementation of plans and policies to facilitate and improve the operations and programs of the departments reporting to Administrative Services;
* Preparation and review of institutional contracts which includes new, regular and periodic contracts and reports to private and local organizations, as well as state and federal governments;
* Procurement and administration of insurance policies and procedures including property and liability claims handling.

The Administrative Services Office also plays an essential role with Academic Affairs and Student Learning Support Services Divisions in achieving the college’s mission and objectives.

Administrative Services oversees a number of college operational departments and activities including Environmental Health & Safety and Rehabilitation projects as well as space reconfigurations.

Working closely with Student Services and Academic Affairs, Administrative Services coordinates the college's grant activities, provides budget oversight and assists in acquisition of special project funding.

As Centers under Reedley College, the North Centers do not have a fully operational Administrative Services Office. However, the North Centers Associate College Business Manager (ACBM) is the top level manager responsible for many, but not all of the same areas as found at Reedley College. The ACBM reports directly to the North Centers Vice Chancellor and is responsible for the business functions of the North Centers, including Building Services and the Business Services Office. The ACBM serves as a member of the North Centers Vice Chancellor’s Cabinet, Co-Chair of the North Centers’ College Center Council (budget), Chair of the North Centers’ Facilities, and Health & Safety Committees.

In addition, the College ACBM serves as the North Center Liaison with the District which involves Human Resource, the District Facilities Planning Committee, Grounds, Maintenance and Operations, Capitol Projects, legal contracts, Police Services, Food Services, and the Bookstore.

The North Centers ACBM provides input and leadership in the areas of:

* Facilities planning and construction, budget analysis and fiscal management, and technology support services;
* Coordination of communication and activities with District departments, personnel, vendors, community groups, governmental agencies, and other outside organizations;
* Development of the District’s Five-Year Capital Construction and Scheduled Maintenance Plans;
* Development and implementation of plans and policies to facilitate and improve the operations and programs of the North Centers;
* Preparation and review of institutional contracts which includes new, regular and periodic contracts;
* Coordinates with the District’s Vice Chancellor of Administrative and Financial Services Office for the procurement and administration of insurance policies and procedures including property and liability claims handling.

The ACBM also plays an essential role with Academic Affairs and Student Learning Support Services Divisions in achieving the North Centers’ mission and objectives.

The North Centers’ ACBM Office oversees a number of college operational departments and activities including Environmental Health & Safety projects as well as space reconfigurations for the Centers.

In addition, working closely with Student Services and Academic Affairs, the ACBM Office assists in the Centers’ special project funding acquisition and budget oversight.

# ADMINISTRATIVE SERVICES OFFICE

1. **General Information**
2. **Areas**
3. Vice President’s Office
4. Budget/Accounting/Auditing
5. Telecommunications
6. Printing Services/Copy Center
7. Contracted District Food Services
8. Liaison District Operations (Maintenance, Grounds, Police Services)

North Centers

1. Associate College Business Manager’s Office
2. Budget/Accounting/Auditing
3. Liaison District Operations (Maintenance, Grounds, Police Services)
4. **TOP Code**

Not Applicable

1. **Administrative Services Office Staff Positions**

Scotty R. Thomason Vice President Administrative Services

Karen Durham Administrative Assistant

Melanie Highfill Accountant/Auditor

Rosa Rios Office Assistant III (Communications)

Maribel Flores Student Aide I (Communications)

Kim Borgert Student Aide I (Communications)

Charlotte Espinosa Copy Center Specialist

Linda Quercia Duplicating Operator

**North Centers Associate College Business Manager Staff**

Janell Mendoza Associate College Business Manager

Pattie Fitzgerald Administrative Assistant (.5 position)

1. **Status of Implementation of Cycle One Recommendations**

The Cycle One recommendation was to provide additional space to enable Printing Services to provide services with increased efficiency and effectiveness. During Spring 2009 we added a new 1,660 square foot modular building, centrally located on the campus and relocated both the Printing Services Office and the Mail Room function into this building, thereby providing a “one stop shop” operation to the campus community.

During the Fall 2009 Semester we implemented a “just in time” purchasing method for the majority of the paper supplies for the Printing Services operation.

1. **Qualitative Analysis – Non-Instructional**
2. **How Administrative Services Office Supports College Mission, Philosophy and Strategic Plan**

The Reedley College Administrative Services Office supports the college mission through providing *effective and efficient supportive services to our faculty, staff, and students*. Virtually all of our employees and students receive our services.

The North Centers Associate College Business Managers’ Office is instrumental in the support of the North Centers’ mission to be student oriented, accessible, open and responsive to not only the students, but the community as well, by facilitating the daily operations of the North Centers sites.

1. **Services Provided by Administrative Services Office**

The Vice President of Administrative Services Office provides oversight for the Building Services, Business Services Office, Food Services, Printing Services and Telecommunications.

The Vice President of Administrative Services office oversees non-academic facility usage rental and scheduling, telecommunications, the Budget, and Capital projects.

The VPAS also serves as the Reedley College Liaison with the District which involves the Personnel Commission, Facilities Planning Committee, Grounds, Human Resources, Maintenance and Operations, Capital Projects, legal contracts, and Police Services.

Rick Pinley left the employment of Reedley College in 2007. Mr. Pinley had been serving as the “lead” worker in the Printing Services operation. For financial reasons it was decided to not fill this vacant position. (At that time the Printing Services staff began reporting directly to the Vice President of Administrative Services. Due to this situation, Printing Services has been included in the Administrative Services Office program review rather than having a separate program review.)

With the departure of Mr. Pinley, it was determined that since he was the only employee who qualified to operate the offset printing press and the college actually determined that it no longer needed this machine, the offset printer was given to the Fresno City College Printing Services Office where there continues to be a need for this type of equipment.

Printing Services is responsible for reproducing materials for classroom instruction, support departments, and marketing services on the Reedley College Campus along with selected services provided to the North Centers. This includes classroom materials and exams. Manuals produced solely by instructors and sold in the bookstore are also produced by Printing Services. Promotional materials produced by the Public Information Office and Printing Services promoting the college in various formats are produced by the department. Business materials, stationery, and business forms are designed and produced. Limited bindery services are available for special projects.

Printing Services is responsible for office paper and copier paper required by the various departments associated with the college.

The North Centers Associate College Business Managers’ Office is instrumental in the oversight of Building Services and the Business Services Office. Food service for Willow International and the Madera Center is contracted with outside vendors and oversight of this service is provided by the Reedley College Administrative Services Office.

At the present time, the North Centers are providing in house duplication services for both instruction and non instruction areas as appropriate. Larger projects that require outside service are sent to either the Reedley College or Fresno City College print shop. Fees for these services are charged back to the centers. However, the completion of Phase II of the Willow International Center will bring on board a facility for Printing (Duplication) Services. In addition, the North Centers’ Master Staffing Plan has provided for classified support for the Printing (Duplications) area pending availability of funding.

The North Centers Associate College Business Manager oversees non academic facility usage rental, scheduling and subsequent invoicing, as appropriate, North Centers Budget and Capital projects. In addition, the College Business Manager is a Co-Chair of the North Centers’ Commencement Committee and instrumental in facilitating the North Centers’ Associated Student Body organization and Student Activities.

Some specific services offered by Administrative Services Office are:

* Provide oversight for District Food Services, Custodial, and Print Media Communications.
* Prepare expenditure projections for budget preparation.
* Prepare and distribute staffing sheets for budget preparation. Review purchase requisitions for budget string accuracy and funds availability.
* Monitor expenditures of all service areas and notify areas with insufficient funds.
* Distribute monthly labor distribution reports and budget control listings.
* Process hiring requisitions for student aides, provisional, and limited term staff.
* Process Federal Work Study placement forms.
* Distribute monthly timesheets, verify reported hours, perform data entry into Datatel and post payroll to the database for non-instructional areas.
* Process classified absence slips, forward to district office, and verify balances with Datatel.
* Distribute sign-in sheets and reconcile with submitted absence slips.
* Generate Federal Work Study monthly reports of earnings and missing timesheets.
* Review and process MAGIC forms (budget number changes, resignations, retirements, leaves, etc).
* Process hiring requisitions to fill positions permanently, provisionally, or limited term.
* Schedule employment interviews; provide paperwork to managers, forward nominations to district office.
* Assist employees with payroll issues or concerns.
* Process and forward purchase requisitions, revolving fund requests, transportation requests, foundation requests, travel and conference requests for reimbursement, co-curricular requests for payment, maintenance service requests, etc.
* Collect and log fire extinguisher inspection sheets from all campus departments on a monthly basis.
* Collect and file quarterly site safety inspection sheets for all campus departments.
* Process and calendar facility requests for use of campus space.
* Prepare contracts for all facility use originating with vendors, organizations and individuals.
* Disseminate to the college community proper procedures for requesting facility use.
* Prepare and distribute weekly reports of facility usage.
* Review Fund 12 requisitions and budget/expenditure transfers to ensure accuracy.
* Review travel and conference reimbursements requests to ensure compliance with district travel guidelines and reimbursement policies.
* Provide assistance and training to campus staff regarding financial reporting district/campus processes, procedures and audit compliance.
* Assist with campus wide budget development, which includes approving all grant application budgets before grant is submitted, working with budget managers to set up budgets in Datatel, reviewing labor distribution reports, and meeting monthly with budget managers to monitor grant activities and spending.
* Campus health and safety issues
  + Campus Safety Committee and Occupational Health and Safety Officer to address training, OSHA compliance issues, resources, and consultation to perform work in a manner that protects students and staff.

Some specific services offered by the North Centers Associate College Business Managers’ Office include all of the above with the exception of the following:

* Provide oversight for District Food Services, and Print Media Communications.
* Process Federal Work Study placement forms.
* Generate Federal Work Study monthly reports of earnings and missing timesheets.
* Process hiring requisitions to fill positions permanently, provisionally, or limited term.

In addition the following is also performed in the North Centers Associate College Business Manager’s office:

* Track Federal Work Study monthly time sheets
* Provide annual budget training for Associate Student Body organization and clubs
* Coordinate commencement activities and process contracts, invoices, and related miscellaneous expenditures.

1. **Facilities Overview**

The Vice President of Administrative Services office recently relocated into the Administrative Building. This allows for greater access to the Instructional Administration and also allows additional Student Services functions to be relocated into the Student Services Building.

Printing Services has also recently been relocated from the Student Union into a building adjacent to the Disabled Student Services Office. Campus mail services have also been moved into the new Printing Services Building. This provides easier access for faculty and staff to the items produced by Printing Services and campus mail services.

The North Centers Associate College Business Manager’s office is currently located at the Madera Center. However, a Business Services suite which includes office space for the College Business Manager is included in the Willow International Phase II project and will be available upon completion in May 2010. The suite allows for future growth of the department with adequate office space.

As stated above a Printing Services (duplication) area is also scheduled for occupancy with the completion of the Willow International Phase II building project

1. **Equipment Requirements/Ongoing Maintenance Requirements and Costs**

Computers and related peripheral equipment and office furniture needs are being delayed due to the current State funding crisis. We should return to a regular replacement cycle as soon as fiscally prudent.

The Willow International Center is fortunate to have state of the art computers and related equipment due to the furniture and equipment funding that has accompanied recent building projects. The equipment at the Madera and Oakhurst sites are currently on a three year roll out schedule. Recent funding reductions will dictate future replacement schedules.

1. **Supply Requirements**

The Administrative Services Offices purchase District standardized business forms and are responsible for purchasing office supplies as needed. Forms are prepared at Reedley College and supplied to the campuses to maintain consistency of documents.

1. **Identification and Measurement of Area Outcomes**

**Recommendations:**

1. Continue with the ongoing cost savings and operational efficiency analysis of all Administrative Services areas with the objective of minimizing costs to the fullest extent practical while providing services and products at acceptable and reasonable levels in support of instructional, student, and community services mission.

Time Line:  FY 2009-2010

2. Encourage and support professional development efforts of Administrative Services staff.

Time Line:  FY 2010-2011

1. Continue to monitor campus printing and graphic services needs to assess customer satisfaction levels and evaluate ways and means of meeting unmet campus needs that may become known.

Time Line:  FY 2009-2010

1. Participate in the preparation of the Accreditation Report.

Time Line:  FY 2009-2010

1. Establish fully functional Administrative Services office per accreditation request to move Willow International to full campus status as Clovis Community College.

Time Line: FY 2013-2014

1. **Future Trends and How They Affect Students**

At Reedley College, as enrollment continues to grow there will be a corresponding workload increase to our office. Up to this point in time current staffing has been sufficient to meet the needs of this period of increased growth.

The need for a fully functioning Administrative Services Area at the North Centers will be met pending the approval for accreditation of the Willow International Center to full campus status as Clovis Community College. In anticipation of this approval, a staffing plan designed to meet the needs of the growth of the North Centers has been developed and is pending implementation. (See Appendix C)

1. **How Technology Provides Services to Students**

Most services provided to students are delivered by the Business Services Office, Building Services, Food Services, and Printing Services within the Administrative Services Department.

The Vice President of Administrative Services is to continue to serve as a resource and be supportive of the increased utilization of technology in the delivery of services to students.

Additional components of the District Datatel Operating System should be activated to enhance the use of technology. Increasing the utilization of electronic processing of Purchase Requisitions is one of the areas that can provide significant improvements to our operations.

Providing on line accessibility to student account information and communicating with students via email should also be pursued.

1. **Classified Staffing Requirements for the Future**
2. **Adding/Replacing Staff**

The current budget crisis has resulted in a partial freeze in hiring. This comes at a time when our enrollments are soaring. Additional staffing in all areas of Administrative Services should be pursued as soon as operating revenues are restored.

The North Centers’ Master Staffing plan allows for the following positions within the anticipated Administration Services Area: an upgrade of the Associate College Business Managers position to Vice President of Administration and Finance, Administrative Aid-Administration and Finance, Accountant Auditor and Duplicating Operator.

1. **Required Retraining**

We have a quality staff, which are appropriately trained for the positions they are performing. As new processes are implemented training will be supplied through staff development or on-sight training.

1. **Program Quality and Success Measurements**

94% of responses ranked the location and accessibility of the Reedley College Administrative Services Office as average or better. With the recent relocation of this office to the Administration Building, we will need to monitor whether this change reduces the satisfaction with the office’s location.

93.7% of the respondents rated the switchboard telephones as answered in a timely and courteous manner. This is significant since this is the first contact with Reedley College for many of our prospective students or their family members.

Ongoing and daily comments and feedback will be received from all constituencies that utilize the services of the department. The District Office provides periodic and as – scheduled review by their internal auditing department.

1. **Other Projected Five Year Area Changes/Needs**

The number one goal for the near term is to focus on the provision of adequate funding for operations, as well as a prudent reserve for contingencies for the college. Due to the recent downturn in the economy and the accompanying decreases in state funding for operational funding for California Community Colleges, we have undergone budget cuts that have impacted operational efficiency. The political climate and California’s economy ebb and flow, but the most recent trend has been that State expenditures are greater than its revenue stream.

We believe that the current budget crisis will continue into FY 2010-2011 and possibly beyond. In consideration of the current financial crisis, SCCCD has established three primary goals in response to the current budget crisis:

1. Maintain student access
2. Maintain current permanent employees
3. Adopt and operate within a balanced budget – do not tap into our reserves

The second short term goal is for Administrative Services staff to participate in the Accreditation Self Study

As a member of the North Centers Vice Chancellor’s cabinet, the North Centers Associate College Business Manager is involved in the long term planning for the future development of the Willow International Center into the Clovis Community College. SCCCD Board of Trustees approved the center-to-college process in 2008, with the Chancellor’s Office, California Community Colleges (COCCC) and California Postsecondary Education Commission (CPEC) approving the Letter of Intent to move towards college status in 2009. The Needs Study required by the COCCC and CPEC for approval to move from center to college status is now being developed with an anticipated completion date in 2010. In terms of the Accrediting Commission for Community and Junior Colleges of the Western Association of Schools and Colleges (ACCJC/WASC) approval of the Application for Eligibility to move towards college status occurred in 2009, with the Eligibility to Apply for Candidacy Application to be acted upon in January, 2010. If approved, the Willow International Center will move forward with the Institutional Self Study for Candidacy. If this self study is approved in approximately two years, the final step will be the Initial Accreditation Self Study and approval for initial accreditation. Once this occurs, a substantive change process will be initiated with ACCCJC/WASC to move the Madera Center and Oakhurst site under the auspices of Clovis Community College.

The staffing needs for a fully functioning Administrative Services Area have been identified in the North Centers’ Staffing Plan for implementation when the Willow International Center achieves independent college status. Adequate facilities to house the Administrative Services Area will be available upon completion of Phase II at the Willow International Center.

1. **Quantitative Analysis – Non-Instructional**
2. **Number of Students Served This Year and Past Years**

Every student enrolled at Reedley College will, in some manner, be a recipient of services provided by the Reedley College Business Services Office. Approximately 15,095 students were enrolled at Reedley College for the 2008-2009 year; this includes 8,621 at the North Centers.

The growth of students at the Reedley College has increased from 6,237 for Fall 2008 to 6,772 for Fall 2009 (8.60%). The North Centers’ enrollment is up as documented by the headcount of 8,798 for Fall 2008 as compared to 9,567 for Fall 2009 (8.74%). At the same time, resources to serve the students have been significantly reduced. The reduction in state funding will negatively impact services to students as it is anticipated that the SCCCD will continue to experience unfunded growth for the near future.

1. **Processes and Procedures Used to Access and Measure Outcomes**

Educational Master Plan (2010)

Strategic Planning process,

Program Review recommendations,

Internal communication via staff meetings and e-mail updates,

Annual employee performance evaluations per CSEA contract agreement,

Communication with faculty, staff, and students through surveys.

1. **Satisfaction Level of Students Using Services**

In examining the satisfaction survey, 476 people responded (347 students, 54 faculty, 50 classified staff, 28 adjunct faculty, 4 administrators, and 4 who declined to state). Additionally, of the 487 respondents, 249 reported being full-time (student or employee), 158 reported being part-time, and 80 declined to say.

Of the 476 people who made at least one visit to the administrative area, 257 went 1 or 2 times, 108 went 3-4 times, and 111 went 5 or more times.

For those visiting Administrative Services, 92.6% reported that their overall impression of quality of service claiming average, better than average, and excellent impressions. 7.4% rated the overall impression as below average or poor.

With regard to the approachability/courtesy of staff results showed 90.9% claiming satisfaction levels at average, better than average, or excellent, and 9.1% claiming below average or poor.

In general, people were happy with the convenient location of services and 93.5% of people found the location average, better than average, or excellent, and 6.5% as below average or poor. Further, the accessibility of the location was deemed average, better than average or excellent by 94.5% of respondents and less than average or poor by 5.5%.

**Visits to RC Admin Services**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| 1-2 times | 257 | 54.0 | 54.0 |
| 3-4 times | 108 | 22.7 | 76.7 |
| 5 or more times | 111 | 23.3 | 100.0 |
| Total | 476 |  |  |

**Overall impression of quality of service (Admin Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 139 | 29.2 | 29.2 |
| Better than average | 177 | 37.2 | 66.4 |
| Average | 125 | 26.3 | 92.6 |
| Less than average | 26 | 5.5 | 98.1 |
| Poor | 9 | 1.9 | 100.0 |

**Approachability/courtesy of staff (Admin Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 166 | 34.9 | 34.9 |
| Better than average | 161 | 33.9 | 68.8 |
| Average | 105 | 22.1 | 90.9 |
| Less than average | 27 | 5.7 | 96.6 |
| Poor | 16 | 3.4 | 100.0 |

**Promptness of Service (Admin Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 125 | 26.5 | 26.5 |
| Better than average | 181 | 38.4 | 65.0 |
| Average | 121 | 25.7 | 90.7 |
| Less than average | 29 | 6.2 | 96.8 |
| Poor | 15 | 3.2 | 100.0 |

**Hours of operation fit your schedule (Admin Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 185 | 39.6 | 39.6 |
| Better than average | 138 | 29.6 | 69.2 |
| Average | 95 | 20.3 | 89.5 |
| Less than average | 28 | 6.0 | 95.5 |
| Poor | 21 | 4.5 | 100.0 |

**Location of service is convenient (Admin Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 197 | 42.4 | 42.4 |
| Better than average | 148 | 31.8 | 74.2 |
| Average | 90 | 19.4 | 93.5 |
| Less than average | 20 | 4.3 | 97.8 |
| Poor | 10 | 2.2 | 100.0 |

**Location of service is accessible (Admin Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 209 | 44.5 | 44.5 |
| Better than average | 148 | 31.5 | 76.0 |
| Average | 87 | 18.5 | 94.5 |
| Less than average | 18 | 3.8 | 98.3 |
| Poor | 8 | 1.7 | 100.0 |

**Switchboard telephones are answered in a timely and courteous manner.**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 238 | 50.3 | 50.3 |
| Better than average | 121 | 25.6 | 75.9 |
| Average | 84 | 17.8 | 93.7 |
| Less than average | 19 | 4.0 | 97.7 |
| Poor | 11 | 2.3 | 100.0 |

**PRINTING SERVICES**

Of the 410 people who made at least one visit to the printing services area, 248 went 1 or 2 times, 63 went 3-4 times, and 99 went 5 or more times.

For those visiting Printing services, 93.5% reported that their overall impression of quality of service claiming average, better than average, and excellent impressions. 6.5% rated the overall impression as below average or poor.

With regard to the approachability/courtesy of staff results showed 92.6% claiming satisfaction levels at average, better than average, or excellent, and 7.4% claiming below average or poor.

Levels of satisfaction with the promptness of services indicated 93.5% average, better than average or excellent impressions, and 6.5% below average or poor.

Hours of operation were considered and 92.8% of people were happy with the hours in place. 7.2% were not as happy with the hours.

In general, people were happy with the convenient location of services and 91.3% of people found the location average, better than average, or excellent, and 8.7% as below average or poor. Further, the accessibility of the location was deemed average, better than average or excellent by 90.5% of respondents and less than average or poor by 9.5%.

**Visits to Printing Service**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| 1-2 times | 248 | 60.5 | 60.5 |
| 3-4 times | 63 | 15.4 | 75.9 |
| 5 or more times | 99 | 24.1 | 100.0 |
| Total | 410 |  |  |

**Overall impression of quality of service (Printing Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 193 | 47.9 | 47.9 |
| Better than average | 100 | 24.8 | 72.7 |
| Average | 84 | 20.8 | 93.5 |
| Less than average | 19 | 4.7 | 98.3 |
| Poor | 7 | 1.7 | 100.0 |

**Approachability/courtesy of staff (Printing Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 200 | 49.5 | 49.5 |
| Better than average | 92 | 22.8 | 72.3 |
| Average | 82 | 20.3 | 92.6 |
| Less than average | 21 | 5.2 | 97.8 |
| Poor | 9 | 2.2 | 100.0 |

**Promptness of Service (Printing Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 200 | 49.9 | 49.9 |
| Better than average | 92 | 22.9 | 72.8 |
| Average | 83 | 20.7 | 93.5 |
| Less than average | 19 | 4.7 | 98.3 |
| Poor | 7 | 1.7 | 100.0 |

**Hours of operation fit your schedule (Printing Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 170 | 42.3 | 42.3 |
| Better than average | 106 | 26.4 | 68.7 |
| Average | 97 | 24.1 | 92.8 |
| Less than average | 19 | 4.7 | 97.5 |
| Poor | 10 | 2.5 | 100.0 |

**Location of service is convenient (Printing Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 166 | 41.4 | 41.4 |
| Better than average | 93 | 23.2 | 64.6 |
| Average | 107 | 26.7 | 91.3 |
| Less than average | 21 | 5.2 | 96.5 |
| Poor | 14 | 3.5 | 100.0 |

**Location of service is accessible (Printing Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 175 | 44.0 | 44.0 |
| Better than average | 90 | 22.6 | 66.6 |
| Average | 95 | 23.9 | 90.5 |
| Less than average | 26 | 6.5 | 97.0 |
| Poor | 12 | 3. | 100.0 |

1. **Historic Funding Patterns**

The general fund is utilized for salaries/benefits and operational costs. Non instructional equipment purchases have been funded primarily with Lottery funds. In addition, one time furniture and equipment funds and Measure E Bond funds are received to finance recent building projects.

1. **Other Quantitative Data Relevant to Area**

* During the previous years, there have been no significant audit findings in “the annual external audit.”
* The staff recognition awards ceremonies were held at Reedley College and the Willow International Center during the spring 2009 semester.
* Classified staff also participate in the Classified Professionals activities.

1. **Summary Statement**
2. **Conclusions Regarding Administrative Services Office Staffing, Staff Development, Supplies, Materials, Equipment and Facilities**

Assess and work on improving customer/student satisfaction. A new survey will be conducted in six months to access the satisfaction of the many facility changes to the Administrative Services areas. The Reedley College Vice President of Administrative Services has relocated their office to the Administration Building. The Printing Services and Mail Room have acquired a new building and moved to a more central location. The RC Business Services Office has remodeled with the intention to better serve students. Food Services has also undergone remodeling along with the new Student Union. The future survey will assist in determining the success of these changes.

1. **Administrative Services Office Short and Long Term Goals**

The number one goal for the near term is to focus on the provision of adequate funding for operations, as well as a prudent reserve for contingencies for the college. Due to the recent downturn in the economy and the accompanying decreases in state funding for operational funding for California Community Colleges, we have undergone budget cuts that have impacted operational efficiency. The political climate and California’s economy ebb and flow, but the most recent trend has been that state expenditures are greater than its revenue stream.

We believe that the current budget crisis will continue into FY 2010-2011 and possibly beyond. In consideration of the current financial crisis, SCCCD has established three primary goals in response to the current budget crisis:

* 1. Maintain student access
  2. Maintain current permanent employees
  3. Adopt and operate within a balanced budget – do not tap into our reserves.

The second short term goal is for Administrative Services staff to participate in the Accreditation Self Study.

The long-range goals of the Administrative Services unit are to:

* + Maintain a sound financial base for operations and to provide effective services to the full breadth of the college;
  + Provide a total range of services that will assist students in attaining maximum value for their instructional programs and to assist them in meeting their educational goals;
  + Provide a physical campus environment conducive to maximum use by students, staff, and the community;
  + Operate within the limitations of budget allocation for institutional planning and resource development;
  + Continue to work with DO staff on needed Datatel System modification, particularly ad-hoc or customized reporting subcomponents of the system;
  + Assist with the implementation of Datatel’s new releases as assigned by the respective Datatel Implementation Coordinators;
  + Continue to assist in the identification and analysis of campus infrastructure projects that will accommodate technological change in the delivery of educational services and extend the usable life span of all campus buildings and facilities;
  + Continue to monitor campus printing and graphic services needs to assess customer satisfaction levels and, evaluate ways and means of meeting unmet campus needs that may become known;
  + Assist with Districtwide technology system upgrade projects (voice, video, and data) and distance learning infrastructure initiatives;
  + Provide adequate resources for Administrative Services at the Clovis Community College campus upon attainment of full college status

1. **Priority and Time Line for Accomplishment Of Administrative Services Office Area Recommendations**
   * 1. Adequate resources in human and fiscal resources

Time Line: When funds become available

* + 1. Maintain and improve customer services for our students and the community that we serve

Time Line: Ongoing

* + 1. Insure that Student Learning Outcomes are developed, assessed and reviewed annually

Time Line: FY 2009-2010

* + 1. Assess and work on improving customer/student satisfaction

Time Line: Ongoing

# BUSINESS SERVICES

1. **General Information**
   1. **Areas**

The Business Services Office is responsible for collecting and disbursing money on the Reedley College Campus, along with selected services provided to the North Centers. The North Centers (NC) is comprised of Willow International, Madera, and the Oakhurst sites. This includes collecting fees for enrollment, tuition, health, parking permits, child lab, food service and residence hall. The Office also handles the distribution and accounting functions of financial aid, scholarships and loans, payroll checks, student refunds, co-curricular activities and associated student body organizations. The Business Services Office is responsible for collecting and reviewing student, provisional and permanent part-time employment packets prior to their submission to the district Personnel Office. The Office is also responsible for the production and distribution of the hourly-classified timesheets and data entry of the hours worked into the payroll system.

As centers under Reedley College, the North Centers do not have a fully operational Business Services Office and therefore, do not perform many of the “back office daily accounting functions.” However, they do perform the following functions; collecting fees for enrollment, tuition, health, parking permits, library fines, and the child development lab schools. Additionally, the North Centers Admissions and Registration/Cashiering offices are responsible for disbursement of payroll checks, preparation of student refunds and associated student body organizations deposits. The North Centers Admissions and Registration/Cashiering offices are also responsible for the reconciliation and deposit of the respective centers’ daily receipts. These functions take place in the Admissions and Registration/Cashiering offices at each site. The Associate College Business Manager of the North Centers is responsible for the oversight of these functions and is the liaison between the North Centers and Reedley College Business Services Office.

## TOP Code

Not Applicable

1. **Business Services Office Staff Positions**

Personnel, including the number of all certificated and classified staff for Business Services Office:

* Linda Nies, Accounting Supervisor (Management), 10 yrs.
* Susette Ishizuka, Accounting Technician II (Classified), 25 yrs
* Yolanda Mendoza, Accounting Technician I (Classified), 2 yrs
* Juan Tirado, Accounting Clerk III (Classified), 4 yrs.
* Ana Aguirre, Accounting Clerk III (Classified) 3 yrs.
* Janice Stannard, Cashier (Classified) 10 yr.

North Centers’ personnel, including the number of all classified staff for Business Services Office/Admissions and Registration/Cashiering Office

* Janell Mendoza, Associate College Business Manager (Management)-North Centers
* Lorrie Hopper, Accounting Technician II (Perm Part Time-Business Services Office) Willow International
* Peggy Marks, Accounting Technician I (Grant funded) North Centers
* Vacancy, Office Assistant III-(Business Services Office) Willow International
* Vacancy, Accounting Clerk III-(Business Services Office) Willow International
* Evelyn Thieme, Office Assistant III (A&R/Cashiering Office) Madera Center
* Barbara Shipley, Office Assistant III (A&R/Cashiering Office) Madera Center
* Debra Curtis, Office Assistant III (A&R/Cashiering Office) Willow International
* Karen Ainsworth, Office Assistant III (A&R/Cashiering Office)Willow International
* Nancy Lyday, Office Assistant III (A&R/Cashiering Office) Oakhurst

1. **Status of Implementation of Cycle One Recommendations**

The recommendations from the prior program review stated the Business Services Office is in need of remodeling in the cash reconciliation area. This area needs to be relocated to a more secure area, if possible. Another recommendation was that we should address the need of opening additional cashier windows at peak times. This recommendation has been addressed with the recent remodel project which reconfigured the workstations in the cashier window area of the Business Services Office. It was also notated that there is a need for more specific recognition of staff within the department. This recommendation has been addressed by promoting participation in District leadership training and participation in the Classified Professionals activities. The final recommendation was to pursue standardization of office procedures district-wide. We have made significant progress in this area in our use of the District collection agency process for uncollected debts and the recent conversion to utilizing the State Chancellors’ Office COTOP program, the recent implementation of electronic disbursement of financial aid to our students, and coordination between campus Business Services Offices in the use of Datatel screens and the creation of standardized financial reports by the District Information Systems Department.

## Qualitative Analysis—Non-Instructional

## How Business Services Office Supports College Mission, Philosophy and Strategic Plan

The Reedley College Business Services Office supports the college mission through providing *effective and efficient supportive services to our faculty, staff, and students*. While many of our “services” such as required fee payments have a negative connotation for the students, we try to continually focus on ways to minimize these potentially stressful experiences. Our office has developed a mission statement that focuses on student needs:

The Business Services Office seeks to provide the highest level of customer service possible. We understand that our role in the community college is to provide support services to the institutional, instructional, and student service functions. We are committed to offering the highest level of service and continue to strive toward improving the conduct and methods of our business practices. Our desire to achieve this standard of service is the cornerstone from which we develop, implement, and evaluate our efforts.

It is our goal that through effective and efficient communication we will be able to communicate deadlines and policies that will create a successful atmosphere in which students can succeed.

The North Centers Business Services Office and Admissions and Registration/Cashiering Office staff play an integral role in providing student-oriented support services. The staff strives to be accessible, open, and responsive to students, faculty and community need in order to assure student success and institutional effectiveness.

## Services Provided by Business Services Office

The Business Office provides fiscal services for the campus. This includes:

* **General Overview of Services**
* Receipt and deposit of all monies flowing through and to the college
* Student enrollment, material, health, and records fees
* Parking, library, and child development revenues
* Student activities and ASB clubs and organizations
* Co-Curricular and athletic events
* Title IV financial aid programs
* Scholarships and loans
* **Check disbursements**
* Title IV financial aid programs and scholarships
* Payroll and Federal Work Study checks
* Campus-based funds (ASB, Co-Curricular, Financial Aid, and Scholarship

& Loan)

* District revolving account checks
* **Fiduciary responsibility for Reedley College’s accounting,**

**reconciliation, and auditing functions**

* Student accounts receivable
* Financial Aid Title IV programs
* Co-Curricular activities
* ASB clubs and organizations
* Campus funds bank accounts
* General Ledger accounts
* **Enrollment management**
* Drop students for nonpayment
* Place holds for registration/transcripts for accounts in arrears
* Sponsor billings/third party billing
* Payment plans for enrollment fee, food service and residence hall

deferments

* Student accounts receivable statements
* Collections of Student accounts receivable

# Specific Services Offered

# Management Functions

* Campus based funds budget manager
* Schedule hours of operations
* Daily work-flow and procedural oversight
* Cash management oversight
* Student Accounts Receivable management and oversight
* Financial Aid and Payroll disbursement oversight
* Datatel ad-hoc reporting and selection criteria
* Full and part-time staff supervision and training
* Enrollment fee deferral approval and student payment plan authorizations
* Ensure cohesive functions of business operations

# Accounting Functions

* Generate fiscal co-curricular budget
* Create budget and expenditure transfers
* Create general ledger journal entries (correcting, month-end, and fiscal

year-end)

* Reconcile general ledger accounts
* Reconcile and prepare campus bank reconciliation statements
* Reconcile and prepare sales tax returns and payments for cafeteria and

campus accounts

* Reconcile and prepare for due to/from between District Clearing accounts

and campus accounts and receipt payments

* Reconcile and prepare payments for miscellaneous accounts (parking

permit holder sales and bus passes

* Reconcile and distribute revenue on Tiger One card sales
* Prepare Co-Curricular check register report from monthly Board meeting
* Determine cash on hand on grant accounts and request drawdown from

District (Pell, SEOG, ACG, SSG, CARE) and GAPS (Direct Loans)

* Datatel ad-hoc reporting
* Distribution of funds i.e., Pell, Seog, Direct Loan, Cal Grant and Care
* Reconcile Accounts Receivable to the General Ledger
* Reconcile and post e-commerce payments
* Void stale-dated checks from campus accounts
* Place stop payment orders to Rabobank and assist in the forgery check

processing

* Prepare requisitions throughout the fiscal year for goods and services for

Business Services Office

* **Financial Aid Account Functions**
* Reconciling, auditing and maintaining student accounts
* Coordinate information with Financial Aid Office for grant reconciliation

Processing financial aid disbursements

Examining student records for outstanding fees

Mailing financial aid checks

Reissuing a lost, stolen, or never received financial aid check and verifying with financial aid a student’s eligibility for a reissued check

Voiding financial aid checks in conjunction with the Financial Aid Office

Reporting to Financial Aid Office voided checks, reissued checks and when students return their checks to discontinue their award due to withdrawal or reduction of enrolled units

Transmitting the proper award amounts that have been posted in Datatel by the Financial Aid Office to the student’s record

Maintain Financial Aid Reconciliation Report

Maintain Grant Check Disbursement logs

Handle returned financial aid checks

Review outstanding grant checks – issue stop payments on stale dated checks

* **Cashiering Functions**
* Prepare bank deposits, reconcile cash receipts and daily cash, and count

coin

* Computer input (data entry) of all cash
* Post club/organization revenues
* Audit cash on hand balances and maintain adequate cash for safe fund
* Disburse financial aid, scholarship/loan, revolving fund and payroll checks
* Sell parking permits and maintain the log for these permits
* Receive and post parking meter and library fine revenues
* Assist students via telephone or in person
* Process Not Sufficient Funds checks
* Record over/shorts in daily cash drawer
* Distribute club/organization/athletic petty cash funds
* Sell and reconcile bus passes
* Post mail-in/drop box payments
* Sell ASB/Tiger One cards

Determine staffing needs for student cashiers, then recruit, train and monitor their activity

* Take credit card payments via telephone and from on-line payments
* Daily GL posting
* Audit student records and process refund requests for students with credit

balance

* Mail and email notices to students regarding non-payment drops, fees due,

and pending bad debt write-offs

* Process payment plans for eligible students
* Order office supplies
* Maintain transcript accounts receivable
* **Accounts Payable Functions**
* Process mail
* Process requests for purchase orders and requests for payments
* Run checks for Financial Aid disbursements, Scholarship & Loan, Co-

Curricular, and Associated Student Government and clubs

* Track advanced funds that need to be returned to the college
* Processing electronic direct deposit of financial aid to students
* Provide budget reports for local accounts, as requested
* Process refund requests
* **Accounts Receivable Functions**
* Coordinate, prepare and balance sponsor billing
* Place & remove Business Office holds daily
* Remove Library Holds and Bookstore holds as directed by respective

Departments

* Reconcile accounts and answer student questions regarding account

balances

* Adjust student accounts daily for students receiving Board of Governor’s

fee waiver after registering for classes

* Post invoices to GL on daily basis
* Create invoices and submit to sponsor in required sponsor format
* Send statements of account to sponsors
* Audit sponsor accounts and answer sponsor questions on sponsored

student fees

* Coordinate between sponsors and sponsored students for smooth transition

and fee payment

* Write off bad debt on outstanding receivables
* **Payroll Functions**
* Review employment packets for hourly hires
* Maintain database
* Prepare monthly timesheets for hourly and permanent part-time employees
* Review timesheets for hourly employees
* Submit monthly PPT employees timesheets to District Payroll
* Input monthly hourly employee hours
* Scan and file employment packets and timesheets on Business Services Office shared drive
* Process the 10th payroll list (Datatel Queries)
* Process list of Students with balances owed and net out their check

### Facilities Overview

The Business Office on the Reedley College campus just completed a redesign and remodel of the front office. This achieved three permanent workstations for full-time employees and two workstations for students. This will allow better service to the students and staff by staffing the front counter full-time. The next problem area is the cash reconciliation and deposit preparation area. This was a recommendation of the prior program review. The redesign of this area is necessary to facilitate the handling of cash. Presently the area is between the two service areas, and not a secure area for cash handling.

All of the North Centers Admissions and Registration/Cashiering Offices have workstations that accommodate two full-time employees and one workstation for a part time assistant. The front counters are staffed by a minimum of one and normally two permanent full-time employees during regular office hours. The Oakhurst site typically has one permanent full-time employee on duty during regular office hours. The cash reconciliation and deposit preparation area is secure, locked and separate from the front office at each of the North Centers’ sites.

The Willow International Admission and Registration/Cashiering office will be moving in late spring 2010 into the nearly completed Phase II building. The plans for the area appear to be well designed and thought out. Three fully equipped work stations will be available for two permanent staff and one part time assistant. A secure office for cash reconciliation is also included in the suite. In addition, a Business Office is part of the new building project. This office space will adequately accommodate future personnel growth in the Business Office services area.

### Equipment Requirements/Ongoing Maintenance Requirements and Costs

The computers at Reedley are replaced on a four year rotation plan. The North Centers’ computers are subject to a three year rotation. The copy machines in each office are leased except for Willow International Center which is owned by the center and has ongoing maintenance contracts to ensure proper functioning. The printers in the offices are in a four-year rotation. Each office has full use of credit card payment machines, scanners, and shredders.

### Supply Requirements

The Business Services Offices at both Reedley College and the North Centers purchase District standardized business forms and are responsible for purchasing office supplies as needed. Forms are prepared at Reedley College and supplied to the campuses to maintain consistency of documents.

## Identification and Measurement of Area Outcomes

Goal: Self Directed Learner to successfully navigate the College Business

Services web sites

|  |  |
| --- | --- |
| Outcome: | Students will take the initiative to access the web site and locate information pertaining to the Business Services Office |
| Measurements: | Use focus group to test ease of use and accessibility. Conduct student survey to measure accessibility |
| Feedback Loop: | Based on measurement, improve the accessibility of the website |

## Future Trends and How They Affect Students

As enrollment continues to grow the impact to our office will increase. Our current staffing has been sufficient to meet the needs of this period of increased growth given our 2009 Fall office hours. On the first day of school, our wait time never exceeded twenty minutes and by Wednesday did not exceed 10 minutes. If our hours are expanded or growth continues beyond our ability to serve the students, the need for additional staff would have to be assessed. The main impact is selling parking permits during the beginning of a semester. The Business Services Office is contacting the Bookstore to reach an agreement for the Bookstore to also sell parking permits. This will allow the students to purchase permits at the time they buy their books.

Staying current with the changes in Datatel is a continuing challenge. There are constant upgrades and patches that can both benefit and threaten our workflow. Staying current through the 3CDUG group is critical to stay current with Datatel changes, and also to communicate and borrow best practices from other community colleges.

The college is processing direct deposit for financial aid payments. The monitoring of pre-noted accounts prior to the bank file submission is now completed with the assistance of the District Information System. It will be very time sensitive and could potentially be cumbersome. The electronic disbursement saves money for the college in the cost of checks and mailing. The college is promoting direct deposit for the students as a fast and safe disbursal system.

The current system of writing off bad debt to our outside vendor is changing to use COTOP. This is a process to collect outstanding student financial obligations through the California Franchise Tax Board. The transition to the new business model could impact the staffing needs. The new business model is under development and implementation for the 2010 tax year.

The California budget crisis will affect every aspect of the college campus for many years to come. It will be a struggle to continue to provide high quality services without affecting our students. A need to find cost cutting ideas that allow for improved services is essential as we move forward through these difficult times.

Even though the North Centers does not perform many of the “back office” services currently provided through the Reedley College Business Services Office, the Admissions and Registration/Cashiering offices do provide registration and cashiering services to all of the North Centers’ students during their educational experience. In addition, Willow International is experiencing unprecedented growth that is impacting the Admissions and Registration/Cashiering offices. Current staffing is not sufficient to reduce/eliminate student wait time.

In an effort to alleviate congestion at the Madera Center in the Admissions and Registration/Cashiering office during peak registration and cashiering, the selling of parking permits has moved to the Information Desk and cashiered by the Office Assistant III for the Dean of Student Services. Willow International students purchase parking permits during peak registration from the Admissions and Registration/Cashiering staff and the Student Services Specialist office. Evening students are able to purchase parking permits from the Evening Coordinator at Willow International.

## How Technology Provides Services to Students

Reedley College will follow the technology enhancements recommended and adopted by SCCCD to provide premium services to students. Technology will provide the ability to utilize systems to enhance the customer service functions of our department (i.e., web services). The following are areas in which technology can be expanded:

Work with Information Systems to establish methods to operate over the Internet

E-commerce for direct transcript request and payment

E-commerce available on cashiering terminals for direct credit card input

Enhance the on-line accessibility to student account information

Communicate with students via e-mail

Utilized Information systems and Datatel for training

Implement Purchase Order Requisition process

Implement online Payroll time for individual entry

Implement online sick leave plan for individual entry

Information and forms on web with form completion offered

Online 1098-T

## Classified Staffing Requirements for the Future

### Adding/Replacing Staff

The Business Services Office can maintain current level of staffing hours if window hours remain 45 hours per week. Business Services Office can also handle the extended hours that are also offered during two weeks at the start of each semester, which increases office hours per week to 59 hours.

As the enrollment increases there may be a necessity to increase staffing. This could be tempered with online access for students.

The North Centers is experiencing growth that is impacting the staff in the Admissions and Registration/Cashiering offices. In addition, the Willow International Center is planning for approval from the Accreditation Commission to move forward in the Candidacy accreditation process stage in order to obtain full campus status. As a result of the planning process for this move, a North Centers’ staffing plan has been developed by the North Centers Administration and shared with the SCCCD Board of Trustees. The plan addresses the need for additional staff for the Admissions and Registration/Cashiering area and the Business Services Office. The staffing plan covers 2009-2013 and beyond.

Although, the plan has been accepted by the Board of Trustees, it has not been fully implemented due to the current California state budget crisis. The plan addresses the need for the following positions in anticipation of when the Willow International Center will have a Business Services Office independent of Reedley College: Accountant/Auditor, Accounting Supervisor, Accounting Technician I and II, Account Clerk III. These positions are in addition to the existing staff.

### Required Training

We have a quality staff, which are appropriately trained for the positions they are performing.

As new technology is implemented training may be necessary for the Business Services Office staff.

## Program Quality and Success Measurements

The overall impression of quality of service, the location of service being convenient and accessible for the Business Services Office is 92.5 % satisfied or above. The approachability and courtesy of staff, promptness of service, and hours of service are between 88% and 90.2% satisfaction. These areas have an acceptable percentage but they could benefit from some additional attention.

To improve productivity, efficiency, and customer satisfaction, employees perform set tasks and adhere to structured processes. When changes in processes occur procedures are updated to reflect the improvements. In addition, quality and success are measured through surveys and meeting strategic goals.

## Other Projected Five Year Area Changes/Needs

The configuration of the Reedley College Business Services Office is not conducive to the efficiency of the office. One half of the staff is in another room and not easily accessible to the main office. This does not encourage the overall office dynamics. In the current configuration, the cash reconciliation and deposit preparation area is presently between two service areas and not a secure area for cash handling. The redesign of this area is necessary to facilitate the handling of cash. This was a recommendation of the prior program review.

When the Willow International becomes a college during the next five years, as anticipated, there are other issues besides staffing that need addressing. The Enterprise Resource Planning (Datatel) has limitations in regards to running processes simultaneously. These processes are checks, financial aid transmittals, and cash receipt session reconciliation. Allocating time for individual processes to run on the system will require specific scheduling. The time allotments allowed at this time already create conflicts and collisions on the system.

As stated above, the Willow International Center-North Centers is in the process of initiating a request to secure college status for the new Clovis Community College. If the request for candidacy is awarded and final accreditation status received, the Clovis Community College will develop a fully functioning Business Services Office. The timeline for the fruition of this request is anticipated to be within the next five years.

# III. Quantitative Analysis—Non-Instructional

## A. Number of Students Served This Year and Past Years

Every student enrolled at Reedley College will, in some manner, be a recipient of services provided by the Reedley College Business Services Office. Approximately 15,095 students were enrolled at Reedley College for the 2008-2009 year; this includes 8,621 at the North Centers. In addition, the Business Services Office processed over 25,000 checks. This is a 48% increase from the spring 2002 program review and over 5,200 timesheets for the same period which is a 22% increase. This has been accomplished with a reduction in staff of 50%. Until such time as the North Centers are a fully established college with a full service business office, the Reedley College Business Services Office is the campus business office of record.

The growth of students at the Reedley College has increased from 6,237 for Fall 08 to 6,772 for Fall 09 (8.60%). The North Centers’ enrollment is up as documented by the headcount of 8,798 for Fall 08, as compared to 9,567 for Fall 09 (8.74%). At the same time, resources to serve the students have been significantly reduced. The reduction in state funding will negatively impact services to students as it is anticipated that the SCCCD will continue to experience unfunded growth in the near future.

Cashiering transactions at Reedley College increased substantially from 2006-07 to 2008-09, this was caused by the State requiring the students that receive the Board of Governors waiver to pay their Health Fee. At Willow International the transactions have increased due to the new facilities. Madera and Oakhurst sites have remained stable. With the implementation of web payments, the cashiering transactions have remained manageable.

**Cash Transactions by Locations**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Location** | **2004-05** | **2005-06** | **2006-07** | **2007-08** | **2008-09** |
| Reedley College | 22,016 | 21,151 | 24,421 | 25,15 | 26,573 |
| Willow International | 11,829 | 10,354 | 11,017 | 10,507 | 13,205 |
| Madera | 5,912 | 6,028 | 7,562 | 7,637 | 7,968 |
| Oakhurst | 573 | 474 | 827 | 781 | 641 |
| Web Transaction\* | 0 | 2,997 | 11,960 | 14,862 | 20,205 |
| **TOTAL** | **40,330** | **41,004** | **55,787** | **59,702** | **68,592** |

\*Includes Fresno City College transactions also

## Processes and Procedures Used to Access and Measure Outcomes

**Educational Master Plan (2010)**

* Strategic Planning process,
* Program Review recommendations,
* Internal communication via staff meetings and e-mail updates,
* Annual employee performance evaluations per CSEA contract agreement,
* Communication with faculty, staff, and students through surveys.

## Satisfaction Level of Students Using Services

The overall impression of quality of service, the location of service being convenient and accessible for the Business Services Office is 92.5 % satisfied or above. The approachability and courtesy of staff, promptness of service, and hours of service are between 88% and 90.2% satisfaction. These areas have an acceptable percentage but they could benefit from some additional attention.

**REEDLEY COLLEGE**

**Overall impression of quality of service (RC Business Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 162 | 35.8 | 35.8 |
| Better than average | 154 | 34.0 | 69.8 |
| Average | 103 | 22.7 | 92.5 |
| Less than average | 24 | 5.3 | 97.8 |
| Poor | 10 | 2.2 | 100.0 |

**Approachability/courtesy of staff (RC Business Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 164 | 36.4 | 36.4 |
| Better than average | 137 | 30.4 | 66.9 |
| Average | 95 | 21.1 | 88.0 |
| Less than average | 34 | 7.6 | 95.6 |
| Poor | 20 | 4.4 | 100.0 |

**Promptness of Service (RC Business Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 149 | 33.3 | 33.3 |
| Better than average | 137 | 30.6 | 64.0 |
| Average | 117 | 26.2 | 90.2 |
| Less than average | 28 | 6.3 | 96.4 |
| Poor | 16 | 3.6 | 100.0 |

**Hours of operation fit your schedule (RC Business Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 180 | 40.3 | 40.3 |
| Better than average | 131 | 29.3 | 69.6 |
| Average | 91 | 20.4 | 89.9 |
| Less than average | 27 | 6.0 | 96.0 |
| Poor | 18 | 4.0 | 100.0 |

**Location of service is convenient (RC Business Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 196 | 44.1 | 44.1 |
| Better than average | 130 | 29.3 | 73.4 |
| Average | 92 | 20.7 | 94.1 |
| Less than average | 17 | 3.8 | 98. |
| Poor | 9 | 2.0 | 100.0 |

**Location of service is accessible (RC Business Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 209 | 46.8 | 46.8 |
| Better than average | 120 | 26.8 | 73.6 |
| Average | 93 | 20.8 | 94.4 |
| Less than average | 17 | 3.8 | 98.2 |
| Poor | 8 | 1.8 | 100.0 |

**NORTH CENTERS**

Data from the North Centers’ Business Services Survey results indicate a 70% response of “Better than Average” in nearly all areas with the exception of approachability/courtesy of staff, promptness of service, and hours of operation. These three areas received responses slightly below the 70 percentile.

Promptness of service at the North Centers is a direct reflection of the high volume of students being served and the need for additional support staff. The North Centers’ staffing plan identifies growth positions in order to meet the need in the Business Services area. Implementation of the staffing plan is directly connected to the availability of funding. In addition, district wide efforts to incorporate technology advances need to be pursued in order to streamline business services processes.

Also, the hours of operation are a direct reflection of the ability to staff the Business Services area during periods of peak activity. However, it needs to be noted that the North Centers Business/Admissions and Records/Cashiering offices follow the same service hours as the Reedley College Business Services Office.

The approachability/courtesy of staff is an area of need identified through the survey that can be addressed with staff development training as funding allows.

**Visits to NC Business Services**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| 1-2 times | 411 | 73.3 | 73.3 |
| 3-4 times | 86 | 15.3 | 88.6 |
| 5 or more times | 64 | 11.4 | 100.0 |
| Total | 561 |  |  |

**Overall impression of quality of service (NC Business Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 221 | 39.3 | 39.3 |
| Better than average | 174 | 30.9 | 70.2 |
| Average | 117 | 20.8 | 90.9 |
| Less than average | 36 | 6.4 | 97.3 |
| Poor | 15 | 2.7 | 100.0 |

**Approachability/courtesy of staff (NC Business Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 226 | 40.3 | 40.3 |
| Better than average | 162 | 28.9 | 69.2 |
| Average | 122 | 21.7 | 90.9 |
| Less than average | 28 | 5.0 | 95.9 |
| Poor | 23 | 4.1 | 100.0 |

**Promptness of Service (NC Business Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 204 | 36.6 | 36.6 |
| Better than average | 180 | 32.3 | 68.8 |
| Average | 131 | 23.5 | 92.3 |
| Less than average | 27 | 4.8 | 97.1 |
| Poor | 16 | 2.9 | 100.0 |

**Hours of operation fit your schedule (NC Business Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 200 | 36.6 | 36.6 |
| Better than average | 175 | 32.0 | 68.6 |
| Average | 125 | 22.9 | 91.4 |
| Less than average | 29 | 5.3 | 96.7 |
| Poor | 18 | 3.3 | 100.0 |

**Location of service is convenient (NC Business Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 248 | 45.4 | 45.4 |
| Better than average | 155 | 28.4 | 73.8 |
| Average | 103 | 18.9 | 92.7 |
| Less than average | 23 | 4.2 | 96.9 |
| Poor | 17 | 3.1 | 100.0 |

**Location of service is accessible (NC Business Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 250 | 45.9 | 45.9 |
| Better than average | 152 | 27.9 | 73.8 |
| Average | 102 | 18.7 | 92.5 |
| Less than average | 25 | 4.6 | 97.1 |
| Poor | 16 | 2.9 | 100.0 |

## Historic Funding Patterns

The general fund is utilized for salaries/benefits and operational costs. Non instructional equipment purchases have been funded with Lottery funds. In addition, one time furniture and equipment funds and Measure E Bond funds are received due to financing of recent building projects.

## Other Quantitative Data Relevant to Area

During the previous years, there have been no significant audit findings in “the annual external audit.” The staff recognition awards ceremonies were held at Reedley College and the Willow International Center during the spring 2009 semester. Classified staff also participate in the Classified Professionals activities.

The Business Services Office received the “Friends of EOPS/CARE award. In 2008, the Business Services Office received the “Office of the Year” award. 83% of the Business Services Office staff has graduated from the Classified Professionals Leadership Training Program.

# IV. Summary Statement

## Conclusions Regarding Business Services Office Staffing, Staff Development, Supplies, Materials, Equipment and Facilities

The Business Services Office staffing, staff development, supplies, materials and equipment are currently functioning adequately. The Business Services Office facility is in need of an overall upgrade, as is the entire Student Services Building. As the college increases enrollment, there will be a demand for more staffing, supplies, materials and equipment.

Rapid student growth and increased demand during peak registration/cashiering continue to be a problem. Staffing for the Admissions and Registration/Cashiering office is not currently sufficient to provide adequate customer service to the North Centers’ students particularly at the Willow International Center. Staffing at the Madera and Oakhurst sites is more proportionate to student demand.

Funding for supplies and materials is limited due to limited state resources caused by the budget crisis.

The process has been initiated for Willow International Center to become Clovis Community College. When approved by the accrediting commission, a self-study will be undertaken. If the petition for full college status is awarded the need for support staff for a fully functioning Business Services Office will be a priority for SCCCD.

While the staff is able to participate in district wide staff development opportunities, funding for activities off site are limited due to current budget constraints.

## Business Services Office Short and Long Term Goals

**Routine**

* 1. To review and streamline the customer service practices and business office processes;
  2. Continue the development of a written procedures manual for all major business service office functions;
  3. To work with the financial aid department in the continuing development and refinement of the appropriate accounting and reconciliation processes;
  4. To improve the communication processes with our students and staff through improved and consistent notification processes;
  5. To work with the district office and other campuses to develop and standardize the procedures and policies related to the business office functions;
  6. Complete employee performance evaluations on a timely basis

**Innovative**

* 1. To incorporate technology into all business services office functions when efficient and possible;
  2. To develop the necessary policies and procedures to fully implement the Web Advisor’s e-commerce capabilities; to include Cafeteria and Residence Hall on Web Advisor and Point of Sale e-commerce;
  3. To oversee the college’s “one-card” system;
  4. To develop processes and policies to distribute Financial Aid checks electronically

**Community Service**

* 1. To improve the communication processes with our students and staff through improved and consistent notification

**Professional Development**

* 1. To hold regular staff meetings to keep the Business Services Office staff up to date on current issues and allow for staff involvement in the development of policies and procedures;
  2. Encourage staff participation on committees and in district sponsored training sessions

## Priority and Time Line for Accomplishment of Business Services Office Area Recommendations

1. Seek to provide assistance with implementation of District Datatel’s new releases. Initiate the implementation of Datatel models that are available. The first one to implement would be the Online Purchase Requisitions.

Time Line: 2009-2010

1. Finalize and make available the nightly ad-hoc reports for financials

Time Line: 2009-2010

1. Stay current with technology trends and provide funding for projects

Time Line: 2009-2010

1. Adequate resources in human and fiscal resources

Time Line: When funds become available

1. Maintain and improve customer services for our students and the community that we serve

Time Line: Ongoing

1. Insure that Student Learning Outcomes are developed, assessed and reviewed annually

Time Line: FY 2009-2010

1. Assess and work on improving customer/student satisfaction

Time Line: Ongoing

# BUILDING SERVICES

## General Information

## Areas

**Building Services:**

The college campus is comprised of 62 buildings totaling 323,476 square feet. These buildings are maintained in a clean safe condition by a Building Services staff made up of ten full time staff supported with students and interim personnel. In addition to general cleaning the Building Services Department plans, organizes, and sets up on and off campus events.

**Mail/Warehouse**

The college’s mail and supply distribution is managed by one full time staff member along with student support. This department is responsible for assuring all campus mail and deliveries are efficiently delivered to the proper department. In addition to the processing of the college’s deliveries the Mail/Warehouse department maintains and organizes the campus’s warehouse and surplus equipment.

The North Center sites do not have warehouse facilities available for delivery of mail and supplies. Therefore, the mail distribution is managed by designated clerical classified staff at each site. Distribution/delivery of supplies is provided by the custodial support staff and clerical support when appropriate.

**Event Management**

As requests are received for the use of our campuses facilities they are processed through the Building Services/Event Management portion of the department. This is accomplished by utilizing the clerical support of the department’s OAIII position for scheduling, along with access and set up by the daytime Utility Worker position. In excess of 100 requests are received monthly.

Scheduling of NC’s facilities for activities is coordinated by the Office Assistant III in the Dean of Instruction’s office at the Willow International and Madera Centers. The Oakhurst Coordinator manages the facility use at the Oakhurst site. All facility use requests are signed and approved by the North Centers Associate College Business Manager. Set up and take down of tables, chairs and other equipment is provided by the custodial staff.

## B. TOP Code

Not Applicable.

## Building Services Staff Positions

|  |  |  |
| --- | --- | --- |
| NAME | JOB TITLE | WORK SCHEDULE |
| Jim Burgess | Bldg. Svcs. Mngr. |  |
| Jim Allen | Custodian | M-Th 10:30pm – 7:00am  Fri 5:00pm – 1:30am |
| Sergio Alvarado | Custodian | M-F 2:00pm – 10:30pm |
| David Asada | Gen. Utility Wkr. | M-F 5:00pm – 1:30am |
| Joe Bravo | Custodian | M-F 6:00pm – 2:30am |
| Addam Cogdell | Gen. Utility Wkr. | M-Th 10:30pm – 7:00am  Fri 5:00pm – 1:30am |
| Michelle Garcia | Office Asst. III | M-F 7:00am – 4:00pm |
| Mike Graffigna | Custodian | M-Th 10:30pm – 7:00am  Fri 5:00pm – 1:30am |
| Larry Haines | Custodian | M-F 5:00pm – 1:30am |
| Craig Henderson | Custodian | M-Th 10:30pm – 7:00am  Fri 5:00pm – 1:30am |
| Evan Jones | Custodian | M-F 5:00pm – 1:30am |
| Mike Kaiser | Custodian | Sat –Sun 8:00am – 4:30pm  Mon –Fri 5:00pm – 1:30am  Off Mondays & Wed. |
| Matt Laney | Custodian | M-F 5:00pm – 1:30am |
| Tom Martinez | Gen. Utility Wkr. | M-F 6:00am – 2:30pm |
| Mark Morales | Lead Custodian | M-F 5:00pm – 1:30am |
| Larry Simpson | Mail Svcs/Warehouse | M-F 8:00am – 4:30pm |

**NORTH CENTERS**

Janell Mendoza Associate College Business Manager

Sergio Salinas Lead Custodian-WI

Anthony Romero General Utility Worker-WI

Jose Campos Custodian-WI

Steven Estes Custodian-WI

Tom McSwain Custodian-WI/CC

Ken Redmon Custodian-WI

Vacancy General Utility Worker-MC

Jimmy Castro Custodian-MC

Edward Machain Custodian-MC

John Mayhew General utility Worker-PPT-OC

## Status of Implementation of Cycle One Recommendations

The recommendations from Cycle One were to explore purchasing products in large volume and to develop and implement a quality assurance program for campus events and facility use. The Building Services Department implemented procedures to insure that volume purchases are made whenever there is an opportunity to do so. Joint purchases have been made by the Building Services Department for paper products, equipment, and chemicals with Food Services, Printing Services, and the Residence Hall.

In Spring 2009, the Building Services Department assumed responsibility for event scheduling, planning, and management as well as all use of facilities requests; and in conjunction with the Vice President of Administrative Services Office oversees the scheduling of conference rooms and special event requests from the community.

## Qualitative Analysis—Non-Instructional

**A. How Building Services Supports College Mission, Philosophy and**

**Strategic Plan**

The Reedley College Building Services Department supports the college mission through providing *effective and efficient supportive services to our faculty, staff, and students*. While many of our “services” are provided after normal working hours or behind the scene, we still remain committed to providing exceptional service.

The North Centers’ Building Services supports the college mission, philosophy and Strategic Plan by providing a clean, hygienic and healthy environment for the students, faculty, staff and community. Facilities are maintained and classrooms, offices, labs and restrooms are clean and orderly. In addition, the Building Services’ staff provides critical set up and take down duties for all campus activities.

## Services Provided by Building Services

The Reedley College Building Services Department currently operates twenty-four hours a day, five days a week with an eight-hour shift on Saturdays. This has allowed our Building Services’ staff to react to the needs of our campus without delay.

* 1. **Facilities Overview**

The Building Services Department has increased its area and responsibilities since the last program review process. Some of those are:

* Assumed responsibility for scheduling the use of facilities
* Relocating the Mail Services Department
* Providing service 24 hours during weekdays and 8 hours on weekends
* Providing total event management, eliminating overtime
* Providing a department that is in tune with the campus needs

The North Centers are comprised of three sites identified as the Willow International/Clovis Center, the Madera Center and the Oakhurst site.

**The Madera Center** has been in existence for over 20 years. The campus consists of 25 relocatable classrooms which house not only classroom and office space, but a full service physical education fitness center and an aerobic center. An 8,390 sq. ft. permanent student center building houses the bookstore, café, large group instruction and two offices. A 26,000 square-foot educational/administrative building houses the library, student services and administrative offices. In addition, a 50,000 square-foot Academic Village Complex accommodates classrooms as well as laboratory space for biology, physical science, chemistry, computer studies, business, art, and a Licensed Vocational Nursing Program. A 7,750 square-foot Center for Advanced Manufacturing opened in Fall 2009. The Madera Center totals approximately 129,635 square feet. These buildings are maintained by a staff made up of two full time staff and one full time general utility worker.

**The Willow International Center-**The first phase of the Willow International Center opened in the fall 2007 semester. The 80,000 square-foot Academic Center One facility includes an open computer lab, additional computer laboratories, a multi-media studio, art studio, physics and science laboratories, forum hall, distance learning and traditional classrooms, library, student services, and offices. Also included with the initial phase are a bookstore/internet café (6,720 sq. ft.), utility/maintenance facility (5,057 sq. ft.), and a Child Development Center (12,264 sq. ft.).

Construction is now underway for Academic Center Phase Two, an 80,000-square-foot facility located north of the existing Academic Center, which will include allied health and science laboratories, a fitness center, dance room, library/learning resource center, student services, offices and classrooms. This project is scheduled for completion in 2010. Combined square footage for the Willow International Center facilities including Phase II is 184,041 maintained by 1 lead custodian, 1 general utility worker, and 3 and a half custodians.

Due to the growth of the Willow International Center, classes are also held at the original college center site in Clovis, located four miles from the Willow International Center on seven acres of land. The Clovis site is comprised of two permanent buildings (42,000 sq ft), maintained by one custodian who splits between Willow International Center and the Clovis site.

**The Oakhurst site-** The Oakhurst site is comprised of eleven re-locatable buildings which house the main office, two computer labs and classrooms.

Two of the eleven re-locatable classrooms and a restroom were added to the Oakhurst site in summer 2009. Total square footage is 9,420 which is maintained by a permanent part time; 15 hr, per week General Utility Worker.

### Equipment Requirements/Ongoing Maintenance Requirements and Costs

* Provide staff with the training needed to perform general maintenance on departmental equipment
* As new buildings come online assure that adequate equipment needs are identified in the total project scope

The equipment requirements of the North Centers have been met through furniture and equipment funding which has accompanied the recent building projects for the centers. In addition, Lottery funding has been used for custodial equipment items. The equipment for the North Centers is on an average five (5) years or less in age. The sites have purchased appropriate quantities of equipment for floor and restroom maintenance. The scrubbers, buffers, and stripping machines are state of the art due to their recent purchase. Vacuums, pressure washers, extractors are replaced as necessary.

Ongoing facility maintenance requirements and costs are minimal for the North Centers as the facilities are relatively new and in good condition. Long term facility maintenance needs can be addressed through the district wide five year maintenance plan.

### Supply Requirements

With the current budget situation the Building Services Department will utilize past trends and competitive pricing among vendors to maintain its budget driven supply chain.

The North Centers’ supply requirements have been met with funding from the NC’s general fund budget allocation. However, due to severe budget cuts to the general fund, the budget for custodial supplies for the 09-10 fiscal year is being supplemented with lottery funds.

The addition of new facilities to the NC sites has brought about additional demand for daily maintenance supplies. This need has not been addressed through the current budget allocation process. Traditionally, growth funds have not been allocated to the sites for the necessary facility supply requirements.

## Identification and Measurement of Area Outcomes

Goal: Self Directed Learner

* + - 1. To increase student utilization of on line/self services for facility use requests
      2. To increase student awareness of the availability of the campuses facilities available for their utilization

|  |  |
| --- | --- |
| Outcome: | Increase the number of students who utilize the campus facilities for club or organization activities via on line/self services |
| Strategy: | Provide training through the ASB office that will give our students the knowledge needed to perform facilities usage requests as needed |
| Measurements: | The number of hits on the web generated by students either gathering information or generating the initial Facility Use Form. Conduct a student survey and use focus groups. |
| Benchmark: | The number of facilities being utilized by student organizations |
| Feedback Loop: | Analyzing the results of surveys, focus groups and web activity; to make improvements |

## Future Trends and How They Affect Students

The number of customers served will parallel the student headcount figures recorded by the Admissions and Records Office in addition to all other persons having contact with the College. Staff will continue to anticipate customer needs in accordance with classroom scheduling, special event schedules and the numerous Facility Use Request Forms approved.

The goals and objectives are developed utilizing Program Review Customer Survey and area inspections.

Develop and Implement a supply procurement plan that will decrease the amount of solid waste generated on campus. Explore the use of products in large volume with less packaging.

Develop and implement a quality assurance program for campus events and facility use. This program should encompass event scheduling, area usage, and equipment rental.

The Willow International Center will be opening a new academic center in summer 2010. This facility will encompass 80,000 square feet and will include allied health and science laboratories, a fitness center, dance room, library/learning resource center, student services, Business Services, miscellaneous offices and classrooms.

## How Technology Provides Services To Students

Goal: Self Directed Learner:

To increase student utilization of on line/self services for facility use requests.

To increase student awareness of the availability of the campuses facilities available for their utilization.

|  |  |
| --- | --- |
| Outcome: | Increase the number of students who utilize the campus facilities for club or organizations activities via on line/self services. |
| Strategy: | Provide training through the ASB office that will give our students the knowledge needed to perform facilities usage requests as needed. |
| Measurements: | The number of hits on the web generated by students either gathering information of generating the initial Facility Use Form. |
| Benchmark: | The number of facilities being utilized by student organizations. |
| Feedback Loop: | Analyzing the results of a brief survey provided on the web site offering facility use. |

## Classified Staffing Requirements for The Future

The Reedley College Building Services Department staff has absorbed over 56,000 additional square feet since our last Program Review and will soon have an additional 51,000 square feet included in our responsibilities. This additional work will be accommodated by promoting effective time management and efficient working practices throughout the staff.

Mail/Warehouse Services utilizes student support to assist in processing large mailings and at peak times.

The most significant future requirement for classified staffing is the support of the movement of the Willow International Center towards full campus status as Clovis Community College. The effect of the center-to-college status of the Willow International Center will be the need for additional staff to support the areas and programs required of a fully accredited college. Toward this goal, a comprehensive staffing plan has been developed and presented to the Board of Trustees which outlines the staff positions needed and timeline (based upon budget) in order to support the business services, building services, and other student and academic program services as a fully accredited college.

The North Centers’ staffing plan identifies the following positions for Building Services at the North Centers: Building Services Manager (WI), Custodians (1-MC and 3-WI), and upgrade of General Utility Worker position at the Oakhurst site from part time to full time (.5 –OC).

North Centers Building Services’ staff attends staff development opportunities that include vendor sponsored workshops that feature the latest technology and products for building services as well as district sponsored staff development courses.

## Program Quality and Success Measurements

Through the Survey, a need was identified to increase the timeliness with which Building Services performs its services. The level of competence and skills with which service is provided also needs to be evaluated, upgraded, and monitored for effectiveness.

The North Centers are utilizing the Strategic Plan, Educational Master Plan, and customer satisfaction survey to assess program quality and effectiveness. The need for adequate staff to continue to maintain the Willow International facilities was expressed in the customer satisfaction survey. The North Centers’ strategic plan objective addressing Resource Optimization 5.2 and 5.7 also identifies the need to meet current and future needs of students, staff and community through improving the maintenance of the educational environment and adequate staffing –Resource Optimization 5.7.

Overall survey results in the Educational Master Plan and the customer satisfaction survey were very complimentary toward the upkeep of the North Centers’ facilities. In addition, the Building Services’ staff received many comments regarding their professionalism and helpful attitudes.

## Other Projected Five Year Area Changes/Needs

The management of the Reedley College campus key inventory and distribution will be moved from its current area in Maintenance and Operations to the Building Services Department.

As stated in Item G above, and throughout the North Centers’ Administrative Program review, the movement of the Willow International Center toward full campus status as Clovis Community College will drive the need for additional staff to support all areas and programs required of a fully accredited college, including Building Services. The time line associated with this staffing plan began in 2009 and moves forward through 2015.

## Quantitative Analysis—Non-Instructional

## Number of Students Served This Year and Past Years

Every student enrolled at Reedley College will, in some manner, be a recipient of services provided by the Reedley College Building Services. Approximately 6,772 students enrolled at Reedley College for the 2008-2009 year.

The growth of students at the North Centers is up as documented by the headcount of 8,798 for Fall 08 as compared to 9,567 for Fall 09. The NC’s continue to experience unprecedented growth that is impacting the facilities. Classrooms are routinely in use from 8:00am -10:00pm Monday through Friday. In addition, classes are held at the Willow International Center on Saturday from 8:00am-2:00pm. The challenge of keeping the facilities up to standard is ever present due to overuse and limited Building Services’ staff. In addition, resources to provide supplies in order to maintain the facilities have been significantly reduced due to the state budget reductions.

## Processes and Procedures Used to Access and Measure Outcomes

This is accomplished with faculty and staff surveys and general requests and complaints received by all staff and students utilizing our services. As issues are identified, measures are developed that not only take immediate actions to correct but also plans on how they can be avoided in the future.

We use several existing plans to assist in identifying and measuring outcomes in our area. According to the North Centers’ Educational Master Plan, openness of our campus and facilities is addressed. Safety is also addressed in our North Centers’ Strategic Plan. In Area 5 Resource Optimization we have the following goal:

“5.2 Improve Safety and Maintenance of the Educational Environment to Meet Current and Future Needs of Students, Staff, and Community.”

To assess these goals, we used a Customer Service Survey that was given to students, faculty, and staff at all three sites of the North Centers. According to this survey, there were no major areas of improvement that needed to be addressed.

## Satisfaction Level of Students Using Services

The survey results show the overall opinion of the Building Services Department as operating at an average of 88% at Reedley College and 93% at the North Centers for average or above satisfaction. This survey had some responses that may be directed at departments outside the Building Services’ responsibilities, i.e. the District Maintenance and Operations Department and the scheduling of curricular classes. In order to correct this confusion a directory giving details of departmental responsibilities is being developed.

**REEDLEY COLLEGE**

**Overall Impression of quality of service (RC Building Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 20 | 28.6 | 30.8 |
| Better than average | 21 | 30.0 | 63.1 |
| Average | 13 | 18.6 | 83.1 |
| Less than average | 6 | 8.6 | 92.3 |
| Poor | 5 | 7.1 | 100.0 |

**Approachability/courtesy of staff (RC Building Services**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 25 | 35.7 | 38.5 |
| Better than average | 23 | 32.9 | 73.8 |
| Average | 12 | 17.1 | 92.3 |
| Less than average | 2 | 2.9 | 95.4 |
| Poor | 3 | 4.3 | 100.0 |

**Promptness of service (i.e. trash removal and spills) (RC Building Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 20 | 28.6 | 30.8 |
| Better than average | 24 | 34.3 | 67.7 |
| Average | 11 | 15.7 | 84.6 |
| Less than average | 7 | 10.0 | 95.4 |
| Poor | 3 | 4.3 | 100.0 |

**Hours of operation fit your schedule (RC Building Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 25 | 35.7 | 39.1 |
| Better than average | 25 | 35.7 | 78.1 |
| Average | 10 | 14.3 | 93.8 |
| Less than average | 1 | 1.4 | 95.3 |
| Poor | 3 | 4.3 | 100.0 |

**Room furnishings are convenient (RC Building Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 19 | 27.1 | 30.2 |
| Better than average | 25 | 35.7 | 69.8 |
| Average | 14 | 20.0 | 92.1 |
| Less than average | 4 | 5.7 | 98.4 |
| Poor | 1 | 1.4 | 100.0 |

**Rooms are neat and clean (RC Building Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 20 | 28.6 | 30.8 |
| Better than average | 18 | 25.7 | 58.5 |
| Average | 15 | 21.4 | 81.5 |
| Less than average | 8 | 11.4 | 93.8 |
| Poor | 4 | 5.7 | 100.0 |

**Mail and inter district communications are handled promptly and with limited inaccuracies**

**(RC Building Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 30 | 42.9 | 47.6 |
| Better than average | 22 | 31.4 | 82.5 |
| Average | 9 | 12.9 | 96.8 |
| Poor | 2 | 2.9 | 100.0 |

**Facility/room use is scheduled without problems. A. Events/meeting**

**(RC Building Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 19 | 27.1 | 30.2 |
| Better than average | 23 | 32.9 | 66.7 |
| Average | 10 | 14.3 | 82.5 |
| Less than average | 4 | 5.7 | 88.9 |
| Poor | 7 | 10.0 | 100.0 |

**Facility/room use is scheduled without problems. B. Co-curricular events**

**(RC Building Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 21 | 30.0 | 35.0 |
| Better than average | 21 | 30.0 | 70.0 |
| Average | 8 | 11.4 | 83.3 |
| Less than average | 5 | 7.1 | 91.7 |
| Poor | 5 | 7.1 | 100.0 |

**NORTH CENTERS**

The North Centers’ Building Services Survey results indicate a more than 70% response of “Better than Average” in all areas with the exception of facility/room use scheduled without problems for co-curricular events. Undoubtedly, the positive responses are a result of not only the work of the Building Services’ staff, but also the relatively new age of the facilities.

The availability of facilities for co-curricular events and activities is specific to each site. The Willow International site is experiencing a shortage of available space for events due to the instructional needs for the facilities. However, the need for both instructional and non-instructional facilities will be met with the opening of the Phase II facility in early summer 2010. The Madera and Oakhurst sites have sufficient facilities for co-curricular events. The scheduling of activities and events is performed in a consistent and efficient manner through the use of the district adopted “Facility Use Request” form. Scheduling is performed within the Dean of Instruction’s office.

**Visits to North Centers Building Service**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| 1-2 times | 357 | 69.9 | 69.9 |
| 3-4 times | 70 | 13.7 | 83.6 |
| 5 or more times | 84 | 16.4 | 100.0 |
| Total | 511 |  |  |

**Overall impression of quality of service (NC Building Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 239 | 44.3 | 44.3 |
| Better than average | 171 | 31.7 | 76.1 |
| Average | 92 | 17.1 | 93.1 |
| Less than average | 25 | 4.6 | 97.8 |
| Poor | 12 | 2.2 | 100.0 |

**Approachability/courtesy of staff (NC Building Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 243 | 45.6 | 45.6 |
| Better than average | 171 | 32.1 | 77.7 |
| Average | 87 | 16.3 | 97.0 |
| Less than average | 20 | 3.8 | 97.7 |
| Poor | 12 | 2.3 | 100.0 |

**Promptness of Service (i.e. trash removal and spills) (NC Building Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 254 | 47.5 | 47.5 |
| Better than average | 159 | 29.7 | 77.2 |
| Average | 86 | 16.1 | 93.3 |
| Less than average | 23 | 4.3 | 97.6 |
| Poor | 13 | 2.4 | 100.0 |

**Hours of operation fit your schedule (NC Building Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 248 | 47.1 | 47.1 |
| Better than average | 161 | 30.6 | 77.8 |
| Average | 83 | 15.8 | 93.5 |
| Less than average | 21 | 4.0 | 97.5 |
| Poor | 13 | 2.5 | 100.0 |

**Room furnishings are convenient (NC Building Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 252 | 47.7 | 47.7 |
| Better than average | 152 | 28.8 | 76.5 |
| Average | 84 | 15.9 | 92.4 |
| Less than average | 24 | 4.5 | 97.0 |
| Poor | 16 | 3.0 | 100.0 |

**Rooms are neat and clean (NC Building Services**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 272 | 50.7 | 50.7 |
| Better than average | 146 | 27.2 | 78.0 |
| Average | 74 | 13.8 | 91.8 |
| Less than average | 25 | 4.7 | 96.5 |
| Poor | 19 | 3.5 | 100.0 |

**Mail and inter-district communications are handled promptly and with limited inaccuracies**

**(NC Building Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 227 | 43.9 | 43.9 |
| Better than average | 161 | 31.1 | 75.0 |
| Average | 98 | 19.0 | 94.0 |
| Less than average | 19 | 3.7 | 97.7 |
| Poor | 12 | 2.3 | 100.0 |

**Facility/room use is scheduled without problems. – Events/meetings**

**(NC Building Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 224 | 44.4 | 44.4 |
| Better than average | 139 | 27.6 | 72.0 |
| Average | 114 | 22.6 | 94.6 |
| Less than average | 19 | 3.8 | 98.4 |
| Poor | 8 | 1.6 | 100.0 |

**Facility/room use is scheduled without problems – co-curricular events**

**(NC Building Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 212 | 42.1 | 42.1 |
| Better than average | 139 | 27.6 | 69.6 |
| Average | 124 | 24.6 | 94.2 |
| Less than average | 21 | 4.2 | 98.4 |
| Poor | 8 | 1.6 | 100.0 |

## Historic Funding Patterns

The staffing need, supplies and equipment are funded through the general fund budget. In addition, lottery funding has also been utilized for purchase of equipment and supplies, as well as custodial vehicles for the Building Services’ staff. Recent building projects at the Willow International Center have included furniture and equipment funds that have been utilized to purchase equipment for the Willow International Center.

## Other Quantitative Data Relevant to Area

The Reedley College Building Services Department received the 2009 Department of the Year award.

## Summary Statement

## Conclusions Regarding Building Services Staffing, Staff Development, Supplies, Materials, Equipment and Facilities

As notated in B3, as new buildings come online there will be additional equipment and staffing needs. Also we need to continue repair or replacement of outdated and inefficient equipment as needed.

## Building Services Short and Long Term Goals

**Short term Goals**

1. Clarify the departmental responsibilities between the District’s Support Services and the campus Building Services;

This will be accomplished by distributing, through a general e-mail, a brief description of services offered.

1. Provide the staff and students clean and well kept restrooms:

This will be accomplished utilizing increased inspections by Building Services’ staff during the day and an expanded reporting system of damage and repair needs to the District Maintenance Department utilizing a direct phone reporting method in place of a standard MSR creation and mail system.

**Long Term Goals**

**Mail/Warehouse Services**

1. Upgrade departmental equipment and software in order to keep up with the latest means of providing the campus with the handling the mail and surplus equipment and supplies:

To accomplish this, a team will be established that is made up of high users of the campus mail distribution system to assist in over-seeing this process.

1. Assure the campus is utilizing the most efficient method of supply and equipment redistribution and disposal:

Creating a central location that will allow the procurement and redistribution of campus supplies and small office equipment will accomplish this goal;

Work with departments on establishing time lines and actual future needs of items intended for storage of supplies and equipment

**Building Services**

* 1. Establish both equipment standardization and staffing requirements in support of the campuses standards;
  2. Replace equipment as it meets or exceeds its intended life; also explore additional uses of equipment throughout the campus that can be recycled for other uses;
  3. As new buildings, refurbished buildings and areas come online, assure staff is in place to maintain these areas

**Event Management**

* + - 1. Establish a system of assuring the campus is reimbursed its actual cost for all events;
      2. Work with the Maintenance and Operations Department to establish a real cost for facilities usage that includes utilities, wear and tear, staffing, supplies and any other real costs

## Priority and Time Line for Accomplishment of Building Services Office Area Recommendations

* + 1. Increase Reedley College’s and the North Centers’ staff per staffing plan and industry standards (28,000 sq. ft. per one staff custodian) in order to meet load of new facilities, facilities improvements and campus population growth

Time Line: 2010-2012

* + 1. Increase available funding for supply items for upkeep of facilities while keeping in mind the most cost effective measures and new technologies offered

Time Line: 2010-2012

* + 1. To the degree possible, fund the Willow International Center to College status staffing plan to support the initial accreditation for the Clovis Community College

Time Line: 2010- 2015

* + 1. As the service requirements increase assure that the operations areas also adjust and grow;

Time Line: 2010 Phase I, investigate and develop plan

2012 Phase II, implementation of approved plan

* + 1. At the Reedley campus, investigate and develop an alternate location for the main shop area. This new location should allow not only for the growth of the campus needs for increased services but be inclusive of the other units directly functioning with this department.

Time Line: 2010 Phase I, investigate and develop plan

2012 Phase II, implementation of approved plan

# FOOD SERVICES

1. **General Information**
2. **Areas**

The Reedley College Food Service operation provides a wide variety of food and vending services to students, staff, faculty, and to the community of Reedley and surrounding communities. Food Services offers a wide variety of daily menu options that includes a full breakfast, lunch, and dinner menu, as well as hot and cold beverages, and assorted fresh baked pastries and snacks. The Department provides catering services on and off campus for student and community related activities. The Department is responsible for monthly physical inventories of food, paper, and cleaning supplies, as well as recording daily sales and monthly accounts receivable.

Food Services monitors the vending and video game machines located on campus. As a licensed retail food facility, Food Services must comply with the California Uniform Retail Food Facilities law, which requires the monitoring of all student and campus-related food activities.

The food services operations at the Willow International and Madera Centers are contracted out. We are in the process of identifying a private vendor to provide basic food services to the Oakhurst site.

1. **TOP Code**

Not Applicable

1. **Food Services Staff Positions**

**Current Full Time, Part Time and Student Staff Members**

Dan Harrell Food Services Manager

Linda Chesterton Accounting Clerk III (3/4 time)

Vacant Cook

Gail Friesen Cook

Vacant Baker

Vacant Food Service Worker II

Julie Curnett Food Service Worker II

Rebeca Figueroa Food Service Worker II

Betty Kemp Food Service Worker II

Alicia Aguirre Cafeteria Attendant PPT

Gloria Aguirre Cafeteria Attendant FT

Gabrielle Claybaugh Student Aide I – FWS

Leroy Cooper Jr. Student Aide I – FWS

Richard Freeman Student Aide I – FWS

Emile Gholar Student Aide I – FWS

Jessica Guzman Student Aide I – FWS

James Huffman Student Aide I – FWS

Emily Kilgore Student Aide I – FWS

Shakira Laws Student Aide I – FWS

Justina Lozano Student Aide I – FWS

Maria Martinez Student Aide I – FWS

Javier Moreno Student Aide I – FWS

Francisca Portillo Student Aide I – FWS

Aaron Rivera Student Aide I – FWS

Rhiana Robbins Student Aide I – FWS

Michelle Roman Student Aide I – FWS

Skye Dancer Student Aide II – FWS

1. **Status of Implementation of Cycle One Recommendations**

The recommendation from Cycle One was to remodel the kitchen and food service areas of the Cafeteria. During the summer of 2007 a complete replacement of the sewer system and an upgrade of existing equipment were accomplished.

The Food Services’ building was remodeled during the summer and fall of 2009. This project included a new fire extinguishing system in the kitchen, new energy efficient lighting and new ceilings throughout the building, increased storage capacity and a new walk in freezer.

1. **Qualitative Analysis – Non-Instructional**
2. **How Food Services Supports College Mission, Philosophy and Strategic Plan**

The Reedley College Food Services Department supports the college mission, philosophy and strategic plan through our shared values. We provide quality food services to all students, staff, faculty, guests and to the community in support of the student centered educational environment of Reedley College.

1. **Services Provided by Food Services**

Food Services provides a variety of food services to the students, staff and faculty, as well as to the community of Reedley and surrounding communities. Food Services offers a variety of daily menu options that includes breakfast, lunch and dinner. The department provides a meal plan program for all residence hall students. The department provides catering services on and off campus for students and community related functions. The department is responsible for monthly inventories of food, paper and cleaning supplies as well as recording daily sales and monthly accounts receivable. Food Services must comply with the California Uniform Retail Food Facilities law, which requires the monitoring of all student and campus related food activities.

1. **Facilities Overview**

Renovation of the Food Services’ building on the Reedley College campus began during the Spring 2009 semester and is expected to be finished during the Fall 2009 semester. Improvements to the facility include a new freezer and supply storage area, new lighting and ceilings in the dining areas, an updated fire prevention and security systems, as well as improvements in the food service area, the bakery and dish cleaning area.

These improvements in facilities and the soon to be completed new Residence Hall on campus, will position the Food Services Department with enhanced abilities to expand and improve service and the quality of food produced. In addition, the Food Services Department will be pursuing expansion of the meal plans available to the residents and staff of the new Residence Hall.

1. **Equipment Requirements/Ongoing Maintenance Requirements and Costs**

Repair or replace outdated and inefficient equipment as needed.

1. **Supply Requirements**

Food products

Paper, cleaning and office supplies

1. **Identification and Measurement of Area Outcomes**

Goal:  The Self-Directed Learner

To successfully access and utilize the services and products provided by the Reedley College Food Services operation

|  |  |
| --- | --- |
| Outcome: | Student will learn about and then use the services and acquire the products of the Reedley College Food Services Operation |
| Strategy: | To provide direction and guidance for individuals and groups in the processes and documentation utilized in the scheduling of the use of Reedley College facilities through print, electronic communications, and by accessing the Food Services area of the Reedley College Web site |
| Measurement: | Will entail the use of surveys and focus groups |
| Feedback: | Measurements will be utilized to enhance processes; procedures; and written, verbal and web based communications relative to the Reedley College Food Services Operation |

1. **Future Trends and How They Affect Students**

The food service industry is highly competitive and constantly evolving.  We intend to adjust the food products that are sold through our operation to change the products that we provide in response to the likes and dislikes of the students, staff, faculty, and community that we serve.  The Reedley College Food Services’ staff will be constantly monitoring these trends in efforts to provide quality food products at a price that is popular.  We intend to accomplish this through the use of:

* Comment and Suggestion Box
* Student and staff surveys
* Staying informed on current and future trends in the food industry by researching available periodicals and the web.
* Adjusting food offerings according to feedback from our customers and our research.
* Utilize purchasing opportunities for “sampling” new products.
* Provide food tastings, set up by the food brokers, to see what is preferable to the college community as a whole.

1. **How Technology Provides Services to Students**

We currently offer the Tiger One Card system which can be utilized as a debit card or meal plan to purchase food as needed. This system makes it easier for students to have funds available without having to have cash readily available.

1. **Classified Staffing Requirements for the Future**
2. **Adding/Replacing Staff**

The Food Services Department is currently operating with several vacant staff positions due to retirements and due to the current budget crisis we will not be able to replace positions in as timely a manner as would be preferred.

1. **Required Retraining**

All full time staff will need to take the Food Service Safety Course during the next year.

1. **Program Quality and Success Measurements**

Food Services will adhere to industry standards comparable to other community colleges. They will also monitor customer satisfaction through the use of a suggestion box and customer surveys.

1. **Other Projected Five Year Area Changes/Needs**

Provide food service for the north end of the Reedley College campus.

Install new flooring for the serving area of the cafeteria. Build and maintain a lucrative catering business with a positive cash flow. Implement a mandatory meal plan for all residence hall students with 7 day service to fit the needs of the students.

1. **Quantitative Analysis – Non-Instructional**
2. **Number of Students Served This Year and Past Years**

An average of 1000 customers is served on a daily basis. Catering, banquets and staff development functions are not included in this number.

1. **Processes and Procedures Used to Access and Measure Outcomes**

**Visits to RC Food Services**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| 1-2 times | 192 | 43.9 | 43.9 |
| 3-4 times | 69 | 15.8 | 59.7 |
| 5 or more times | 176 | 40.3 | 100.0 |
| Total | 437 | 100.0 |  |

**Overall impression of quality of service (RC Food Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 138 | 31.7 | 31.7 |
| Better than average | 137 | 31.4 | 63.1 |
| Average | 99 | 22.7 | 85.8 |
| Less than average | 45 | 10.3 | 96.1 |
| Poor | 17 | 3.9 | 100.0 |

**Approachability/courtesy of staff (RC Food Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 180 | 41.1 | 41.1 |
| Better than average | 125 | 28.5 | 69.6 |
| Average | 91 | 20.8 | 90.4 |
| Less than average | 31 | 4.1 | 97.5 |
| Poor | 11 | 2.5 | 100.0 |

**Promptness of Service (RC Food Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 155 | 35.9 | 35.9 |
| Better than average | 147 | 34.0 | 69.9 |
| Average | 93 | 21.5 | 91.4 |
| Less than average | 27 | 6.2 | 97.7 |
| Poor | 10 | 2.3 | 100.0 |

**Hours of operation fit your schedule (RC Food Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 173 | 40.1 | 40.1 |
| Better than average | 124 | 28.8 | 68.9 |
| Average | 83 | 19.3 | 88.2 |
| Less than average | 37 | 8.6 | 96.8 |
| Poor | 14 | 3.2 | 100.0 |

**Location of service is convenient (RC Food Services)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 195 | 45.0 | 45.0 |
| Better than average | 128 | 29.6 | 74.6 |
| Average | 82 | 18.9 | 93.5 |
| Less than average | 21 | 4.8 | 98.4 |
| Poor | 7 | 1.6 | 100.0 |

**Location of service is accessible (RC Food Services**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Excellent | 204 | 46.8 | 46.8 |
| Better than average | 128 | 29.4 | 76.1 |
| Average | 74 | 17.0 | 93.1 |
| Less than average | 23 | 5.3 | 98.4 |
| Poor | 7 | 1.6 | 100.0 |

1. **Satisfaction Level of Students Using Services**

Overall people were very happy with the performance of Food Services. In the survey approachability/courtesy of staff, promptness of service, and location and accessibility of service were all over 91% satisfaction. The overall quality of service was at 85.8% and warrants attention. Hours of operation were at 88%. This will require additional research to determine the intent of the results.

1. **Historic Funding Pattern**

Food Services is an Enterprise operation. As such it seeks to operate in a manner that insures at least a “break even” operation. Any “profit” is to be used to enhance the operation. Annual Budgets are prepared with the goal of expenditures being less than the revenues received. In those years that the Food Services operation is not a “break even” operation, the General Fund must provide the needed funds to the extent that expenditures exceed the revenues collected.

1. **Summary Statement**
2. **Conclusions Regarding Food Services Area Staffing, Staff Development, Supplies, Materials, Equipment and Facilities**

Salaries and fringe benefit costs in a community college food service operation are significantly greater than what is paid in the food service industry in general, and provides unique challenges to our operation. The Reedley College Food Services operation relies heavily upon student workers to supplement its staff.

In addition, other revenues are pursued to supplement the normal sales to faculty, staff, and students. Catering events on campus and in the Reedley community are strongly pursued. In 2008 we entered into a contract to prepare and deliver meals to Kingsburg High School. This has proven to be a very favorable relationship for Reedley College as well as for Kingsburg High School.

Food Services has also undergone remodeling along with the new Student Union. A future survey will assist in determining the success of these changes.

1. **Food Services Area Short and Long Term Goals**

We intend to continue to pursue opportunities to curtail costs and operate as efficiently as possible. In addition efforts will increase catering of events and to promote sales of meal plans through the Tiger One system.

1. **Priority and Time Line for Accomplishment Of Food Services Area Recommendations**

1. Increase Catering and meal plan sales

Time Line: 2009-2010

2. Increase sales of food products at the north end of the campus

Time Line: 2010-2011

3. Increase awareness of the quality and variety of food prepared in the Food

Services operation

Time Line: 2009-2010

# APPENDIX A

# ADMINISTRATIVE SERVICES ORGANIZATIONAL CHART



**APPENDIX B**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | **NORTH CENTERS** | | | | | |  |  |
|  |  | **ASSOCIATE COLLEGE BUSINESS MANAGER** | | | | | |  |  |
|  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| Associate College Business Manager Office | | | |  |  | Business Services-Madera | | |  |
| Administrative Aide (50%) | | |  |  |  | Office Assistant III (Cashiering) | | |  |
|  |  |  |  |  |  | Office Assistant III (Cashiering) | | |  |
|  |  |  |  |  |  | Accounting Technician I (PT-Grant) | | | |
|  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  | Business Services-Oakhurst | | |  |
| Building Services-Madera Center | | |  |  |  | Office Assistant III (Cashiering) | | |  |
| General Utility Worker- | | Vacant |  |  |  | Office Assistant III (PT-Cashiering) | | | |
| Custodian |  |  |  |  |  |  |  |  |  |
| Custodian |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  | Business Services-Willow International | | | |
| Building Services-Oakhurst Center | | | |  |  | Office Assistant III (Cashiering) | | |  |
|  |  | Office Assistant III (Cashiering) | | |  |
| General Utility Worker (50%) | | | |  |  | Office Assistant III-Vacant | | |  |
|  |  |  |  |  |  | Accounting Clerk III-Vacant | | |  |
|  |  |  |  |  |  | Accounting Technician II (50%) | | |  |
|  |  |  |  |  |  |  |  |  |  |
| Building Services-Willow International | | | |  |  |  |  |  |  |
| Lead Custodian | |  |  |  |  |  |  |  |  |
| General Utility Worker | |  |  |  |  |  |  |  |  |
| Custodian |  |  |  |  |  |  |  |  |  |
| Custodian |  |  |  |  |  |  |  |  |  |
| Custodian |  |  |  |  |  |  |  |  |  |
| Custodian |  |  |  |  |  |  |  |  |  |

# APPENDIX C

# NORTH CENTERS STAFFING PLAN

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **AREA** | **POSITION** | **EXIST-**  **ING** | **FY**  **09-10** | **FY**  **10-11** | **FY**  **11-12** | **FY**  **12-13** | **FY 13**  **Plus** |
| Administration | Vice Chancellor-North Centers TO President (Upgrade) | 1 |  |  |  | 1 |  |
| Administration | Associate College Business Manager TO VP Facilities/Admin (Upgrade) | 1 |  |  | 1 |  |  |
| Administration | Vice President-Instruction/Students | 1 |  |  |  |  |  |
| Administration | Dean of Instructions | 2 |  |  |  |  |  |
| Administration | Dean of Students | 2 |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| Administrative Staff | Admin Asst-Vice President Facilities/Admin | 1 |  |  | 1 |  |  |
| Administrative Staff | Institutional Research Coordinator Part Time TO Full Time (Upgrade) | 0.4 | 0.6 |  |  |  |  |
| Administrative Staff | Network Coordinator |  |  |  |  |  | 1 |
| Administrative Staff | Office Assistant III – Director of Technology |  |  |  |  |  | 1 |
| Administrative Staff | Public Information Officer |  |  |  | 1 |  |  |
| Administrative Staff | Publications Specialist |  |  |  |  |  | 1 |
| Administrative Staff | Secretary to the Vice Chancellor | 1 |  |  |  |  |  |
| Administrative Staff | Technology Director Part Time TO Full Time (Upgrade) | .05 |  |  |  |  | .05 |
|  |  |  |  |  |  |  |  |
| Business | Accounting Clerk III – (Cashier in A&R) | 1-Vacant | 1 |  |  |  |  |
| Business | Accounting Supervisor |  |  |  |  |  | 1 |
| Business | Accounting Technician I |  |  |  | 1 |  |  |
| Business | Accounting Technician II | 0.5 |  | 0.5 |  | 1 |  |
| Business | Duplications Operator – WI |  |  |  |  |  | 1 |
| Business | Office Assistant III – Assoc Business Mgr | 1-Vacant |  |  |  |  |  |
| Business | Phone Communications Operator I |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| Facilities | Building Services Manager |  |  |  |  |  | 1 |
| Facilities | Custodian | 6 | 1 | 3 |  |  |  |
| Facilities | General Utility Worker | 2 |  |  |  |  |  |
| Facilities | General Utility Worker/Groundskeeper Part Time TO Full Time (Upgrade) | 0.5 |  |  |  | 0.5 |  |
| Facilities | Lead Custodian | 1 |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| **AREA** | **POSITION** | **EXIST-**  **ING** | **FY**  **09-10** | **FY**  **10-11** | **FY**  **11-12** | **FY**  **12-13** | **FY 13**  **Plus** |
| Financial Aid | Director of Financial Aid (Upgrade from Manager |  |  |  |  | 1 |  |
| Financial Aid | Financial Aid Manager | 1 |  |  |  |  |  |
| Financial Aid | Financial Aid Assistant II |  |  |  |  | 1 |  |
| Financial Aid | Financial Aid Assistant I | 2 | 1 |  |  |  |  |
| Financial Aid | Office Assistant III – Financial Aid |  |  |  |  | 1 |  |
|  |  |  |  |  |  |  |  |
| Instruction | Administrative Aide to Dean of Instruction | 2 |  |  |  |  |  |
| Instruction | Curriculum Assistant |  | 1 |  |  |  |  |
| Instruction | Early Childhood Education Specialist | 4 |  |  |  |  |  |
| Instruction | Instructional Aide (3 CDC, 2 Fitness Centers) | 2 FT – 3 PT |  |  |  | 3 | 2 |
| Instruction | Instructional Technician (Maintenance, Science, Chemistry, Medical/Environment, Alternative Energy | 2 FT – 5 PT | 1 | 1 | 1 | 2 | 1 |
| Instruction | Library Service Assistant | 2 |  | 1 | 1 |  |  |
| Instruction | Micro Computer Resource Technician | 2 |  | 1.5 |  |  | 1 |
| Instruction | Office Assistant III | 2 |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| Student Services | Administrative Aide to Dean of Students | 2 |  |  |  |  |  |
| Student Services | Admissions & Records Manager |  |  |  | 1 |  |  |
| Student Services | College Center Assistant | 1 |  |  |  |  |  |
| Student Services | Director of College Activities |  |  |  |  |  | 1 |
| Student Services | Educational Advisor\* | 1 | 1 |  |  |  |  |
| Student Services | EOPS Director (50% Match) |  |  |  |  | 0.05 |  |
| Student Services | Job Developer |  |  |  |  |  | 1 |
| Student Services | Office Assistant I/II – Tutorial Center |  |  |  |  |  | 1 |
| Student Services | Office Assistant III – Admissions & Records and Director of College Activities | 5.5 | 1 |  |  |  | 2 |
| Student Services | School Relations Specialist | 1 |  |  |  |  |  |
| Student Services | College Relations Coordinator |  |  |  |  |  | 1 |
| Student Services | Student Services Specialist | 1 |  |  |  |  |  |
| Student Services | Webmaster |  |  |  |  |  | 1 |

NOTE: The Instructional Technician and Instructional Aide positions count toward the 50% rule

\*Educational Advisor not funded in 2008-09