2019-2020 Tactical/Operational Annual Assessment Report

Goal: Assess progress on key functions, tactics and operations of designated area/division/department focused on in 2019-2020 using clear data, analysis, interpretation and reporting of findings, and plans for next steps (continual improvement).

Outcome: Areas of operation will discuss 3-6 tactics or operations, total, from the 2019-20 year in an outcome-oriented format, supported by data, with actions steps for the next year.

INSTRUCTIONS*

Using the tables on the following pages:

1. Assess each Tactic/Operation with available evidence and discuss progress, achievements, and success made based on available evidence and date.

    a. **Progress and Successes** column should highlight significant progress made – discuss in outcome-related terms (What changed? How do you know?)

    b. **Analysis and Interpretation** should refer to the indicators of success chosen in your fall assessment plans. Discuss your progress in relation to those indicators, indicate whether the indicator itself was a good representation of success and what it might change to if not, and note any internal or external trends that may have affected progress on this indicator. Highlight any budget-related needs that have hindered or could further progress and sustain success.

2. Describe a basic action plan for continuous improvement related to your assessment work.

3. On the budget/resource allocation page, describe effects of the department or division budget on future tactics/operations planning.

4. On the last page, complete survey and note what assessment resources and training are most needed for next year.

*** If other assessment documents are used for the "Progress Made" and "Action Planned" columns, note where the information is stored and include with this document.**

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Profile Information			
Division	Office of Business Services	Assessment of **Tactical** or **Operational** Plan**? (circle one)**	
Department	Accounting and Finance, Budget, Campus Store, Purchasing and Special Events	**Division or Department Dean, Leader, Director, etc.**	Natalya Brown
Contributors to this report	Direct reports: Accounting and Finance, Budget, Campus Store, Purchasing, Special Events		
Mission statement and goals	*Mission statement*: The Office of Business Services enhances the educational experience of the college community through customer service, process improvement, and effective fiscal and resource management. *Division/Department goals*: • Strengthen quality, efficiency and effectiveness of Business Service operations. • Enhance the College's sustainability by fostering fiscally responsible environment supported by data-driven decision making.		

SP Goal 1: Improve institutional climate, culture and efficiency				
Tactic or Operation *Outcome-focused format*	**Indicators of Success** *Planned metrics and targets*	**Progress and Successes** *Based on data and evidence*	**Analysis and Interpretation** *Based on documentation from progress and success – refer to your chosen indicators of success*	**Action Plan for 2020-2021** *Include major actions, indicators and related timelines based on this year's progress*
Strengthen quality, efficiency and effectiveness of Business Service Operations	**Accounting and Finance** Improve Accounts Payable process: revamp the process to eliminate unnecessary steps, train users, create user guides; update travel forms. **Budget**: Enhanced knowledge of	**Accounting and Finance:** • Two Docuware training/user guides were created for first-time Docuware software users in order to rollout a DocuWare User campus staff training that included a short video, review of the guides, and the opportunity to ask questions; over the two days, on February 27th & 28th, the training was offered multiple times, including back-to-back blocks of time; the training was well attended and received; Docuware users immediately began using the app and Accounts Payable began working with people to follow up on the training and questions asked. • In collaboration with IT, the department worked to update the student billing form and process. We are intending to also transfer student billing to electronic delivery.	**Accounting and Finance:** Department utilized surveys to assess the DocuWare training process. The training materials were produced. **Budget:** The indicator of success allowed the department to use the survey results of before and after training scores to understand the effectiveness of the	**Accounting and Finance:** Continue training the users, transition to more paperless process; transition travel to paperless process, transition student billings to electronic delivery **Budget:** Per the survey results, the department will hold separate trainings. One will focus on those new to budgets – budget basics and

budget operations and management across campus through trainings and budget management within adopted appropriations. **Campus Store**: Improve on-time faculty adoption rate; improve sustainability of the store **Purchasing:** Improve customer experience; improve procurement and workflows **Special Events** Streamline the online event scheduling process to enhance efficiency throughout the campus:	• https://www.umpqua.edu/employee-resources/employee-forms-information#DocuWare **Budget:** The trainings were successful in enhancing knowledge of budget managers on campus. See Budget Boot Camp 2.0 Survey Results and Attendance Log: Final information will not be available until the 2019-20 fiscal year is closed out. However, to date, 90.9% of Admin Restricted and Enterprise Funds have positive balances. 99.96% of all budget are operating within set appropriation. **Campus Store:** Processes and communications with faculty were reviewed and streamlined. We increased communications with faculty throughout the adoption period each term, resulting in on time adoption rates increasing to 86% -100% each term. Campus store was updated this year: new remodel, new lights, paint, also space and partnership with the Rogue Community Credit Bank. It absorbed food services. Starting March, the store's operations was significantly impacted with COVID-19. **Purchasing:** Help transition Child care to outside provider and establish partnership between the College and the vendor;	training and information shared. **Campus Store:** In previous years the percentage of on-time adoptions of textbooks and course materials from faculty was anywhere from 35% to 50% depending on the term. The goal this year was to review the processes to increase the on-time adoption rates. **Purchasing:** Several goals will continue into FY21 as some progress was hindered with other projects taking priority. **Special Events:** The department experienced extensive losses due to Covid-19 cancellations of events starting March 17, 2020. After restructuring, the College	the other will be more in depth and include managing grants and self-sustaining budgets. **Campus Store:** Maintain on-time adoption of textbooks, and enhance timely delivery of course materials; re-envision the store, review services for sustainability of operations. **Purchasing:** Continue improving purchasing processes; use survey as a base for improvement **Special Events**: help transition operations into the Office of Advancement, Communications and Marketing. **For the whole division**: continue increasing

	Provide on-site training on R-25; provide administrators training for the team; reconfigure the R-25 system to clean up security rules, and automate the scheduling process;	Established approved food services provider process; revised procurement process, worked with campus to renew copier/printer fleet; provided campus trainings. (see detail in departmental report). **Special Events:** Training was provided for users in December 2019; Administrative team trainings was provided in February, 2020. Team has been working on revising R-25 configuration –scheduled to finish by June 30, 2020.	eliminated a Pt Admin position and will transition Special Events under the Office of Advancement, Communication and Marketing due to cross-utilization of the R-25 system.	satisfactions rates with services provided to internal and external customers.
Encourage sound business practices by reviewing, revising, establishing business policies/procedures and training end users.	Establish, review and revise Office of Business Services policies and procedures; provide training to end-users; maintain clean audit report	There has been a number of college policies and procedures needing updates and revisions. 99% of existing policies and procedures were converted, revised, reviewed by College Council and approved by the Board of Education (There was one that didn't make it through this year's cycle review). A number of new policies were introduced to govern the College's operations. The progress is documented in the BP AP Crosswalk Assignments word document. The College has successfully revised and approved Community Colleges Rule of Procurement, guiding procurement rules for the operations of the college. (Document is located on the Purchasing website, was approved by BOE on November 13) A number of trainings and guides was developed and provided by the division to the end-users: R-25 training for facilities scheduling; processing invoices	There are several new policies, procedures that will need to be developed and implemented next year. We are continue to develop campus training throughout the year for end-users. The division also surveyed end-users. We would like to incorporate consistent assessment from trainings. Since this	Complete introduction of new policies and procedures. Develop/record trainings and post trainings on intra-net. Assess trainings for customer satisfaction and feedback. Improve customer satisfaction in the very satisfied, satisfied categories.

		through DocuWare (document management software); Enterprise-rent-a-car, purchasing, travel reimbursement, budget. Successfully completed audit within the mandated timeframe to comply with accreditation requirements and reporting mandates. The audit report can be found here: https://www.umpqua.edu/financial-audit The campus survey was conducted to rate training and services in the division.	was the first year of measuring campus satisfaction, we would like to utilize the survey as a basis for measuring it in the future.	
Collaborate with Divisions to review resources/requirements for optimization; review debt service for expense optimization; secure resources for continued viability of the operations by collaborating with various departments on campus: grants and contracts, foundation; collaborate with Councils to promote long-term planning.	Produce balanced budget; Identify debt service refinancing strategies resulting in savings to the college; Secure new grants, contracts, other resources in collaboration with other departments; Recommend copier/printer vendor for campus utilization that provides the	• Work with divisions to balance budget for FY21 (there has been restructuring done on campus to help achieve optimization) • Provided quarterly financial information (November 13, 2019; February 12, 2020, April 8, 2020) to the BOE. • Held debt service review session with the Board of Education on 12/11/2019 and reviewed an opportunity to refinance FFCO 2010 issue with the BOE on 10/02/2019, then on March 17, 2020. The College repaid FFCO 2014 Series A in December, providing a $990,000 savings to the college. The plan is created for paying FFCO 2014 Series B. The College was also able to refinance FFCO 2010 resulting in savings of $328,000. • Met with Arts and Sciences division to review CCRR grant commitments and reviewed the process for grant applications, recommended institutional review process for new grant application. • Met with the Information Technology Council on October 7, 2019 to have a discussion on	The College will need to continue resource optimization as we prepare for financial impact in the FY21-23 biennium and state resources are expected to be reduced. Review for potential further restructuring, enrollment increase and retention. Debt services is fully refinanced, there won't be further opportunities until FY25, but the college needs to be ready for refunding in order to relieve Legacy fee from funding debt and instead starting	Continue monitoring fiscal indicators; incorporate budgeting with master plans.

	most savings to campus; Compile and review fiscal indicators	long term technology needs and a long-term technology plan. • Budget manager met with all of the departments bearing budget responsibilities to review their budgets and answer questions during budget preparation process. • Identified new copier/printer vendor through RFP process, resulting in over $60,000 annual savings • Secured additional resources through grants and contracts, recovery process: FEMA reimbursement, COVID-19 recovery funding; SAIF recovery funding, other grants. • Fiscal indicators were compiled and reviewed with SLT. Continue monitoring.	to fund deferred maintenance.	
Integrate resource allocation with budget development process and establish methods of tracking strategic resource allocations and methods of sharing it with the campus.	Fully developed and integrated timeline; Resource allocation report published on the website	The resource allocation process ran in conjunction with the budget development process from October through December 2019. The rubrics were developed and can be found at: https://www.umpqua.edu/budget-information. The Resource allocation process and report is posted on the same website as well as in G:\SHARED\StrategicPlanning\Resource Allocation.	Developing the resource allocation process and timeline was the first step. Recommendations were identified to improve the process. Assessment of FY20 investments are in process and will be reviewed with Institutional Effectiveness Council and communicated to campus. In the 2020-21 year, resource allocation process will run alongside the	Implement recommendations identified in the process review. Revise timeline to match budget development process. Continue publishing reports on the website.

			operational and tactical plan development process. The plans will drive the resource allocation process and that will feed into budget development.	
Expand multi-year budgeting process.	3-5 year model created; long-range goals set	4-year forecast complete during budget development using current (pre-COVID-19) assumptions. Provided budget forecast to the board of education and SLT (See 09/11/2019 meeting information). We have updated the targeted reserve to a range of min 10% to targeted 18% of budgeted expenditures and transfers (see BP 6250 Budget Management here: https://www.umpqua.edu/governance-administration/board-policies). The College was successful in maintaining the budgeted reserves at the established policy level during budgeting process for FY21-see Adopted budget document: https://www.umpqua.edu/budget-documents, General Fund Requirement, FY21. The College has also been working on establishing deferred maintenance support plan long-term. By calling FFCO Series A 2014 this year and gearing for FFCO Series B 2015 call early, the College will be able to redirect legacy fee back to deferred maintenance starting July 2015. Meanwhile, the College will continue funding the fund by redirecting $1.00 of tuition/credit to the fund.	College was successful in using multi-year forecasting model during this cycle. There are many variables in the assumptions used in the forecasting model and it is a 100% manual process. The 3 year forecast was effective in assisting SLT as they finalized the budget and resource allocation. COVID-19 brought a new set of assumptions into the mix; many assumptions	1)Expand forecast to 5 years during budget development to cover 2021-23 and 2023-25 biennia. 2)Establish reserve policy to support long-range institutional plans.

			drastically changed. We will be incorporating them into the model. The College was successful in maintaining established reserves, but will need to set additional long-range goals that would connect technology, facilities and academic master plans. We will need to continue planning for refunding the FFCO Series B 2014 to be ready for payoff by July 2025.	