

**Allan Hancock College
Administrative Department Program Review**

2021-2022 Comprehensive Self-Study

Program review is intended to be a reflective process that builds on the extensive information gathered for the Annual Updates and lays out the program’s major directions for the future. It is based on data and evidence to assess and improve performance on established functions and Service Area Outcomes. Service Area Outcomes reflect the measures of effectiveness of the department functions.

Date:	June 2022
Program/Department:	Auxiliary Accounting Services
Team Chair:	Keli Seyfert, Director, Auxiliary Accounting
Team Members:	Anel Drake, Patrick Griffith, Melissa Sierra, Catalina Staugaard, Elane Tejada-Vega, Bruce Wade, Jamie Zamudio

I. Program Scope (must align with college mission)

I.a. Scope of Services – list and describe primary types of services and functions, including primary clients.

Auxiliary Accounting Services is comprised of two unique and unrelated components, Auxiliary Accounting Services and Cashier Services. In 2016, the reorganization of Business Services moved the Cashier Services function out of Business Services and into Auxiliary Accounting Services. Auxiliary Accounting Services is managed by the Director, Auxiliary Accounting and is staffed with an Auxiliary Accounting Technician, two Auxiliary Accounting Specialists, and a student worker. The Cashier Services component is also managed by the Director, Auxiliary Accounting and staffed with two Student Account Technicians, a Student Account Specialist, and a Coordinator, Student Accounts.

Auxiliary Accounting Services

The Auxiliary Accounting Services department is unique in that it is responsible for the full charge bookkeeping and accounting services of the following four separate entities,

1. Allan Hancock Joint Community College District’s select trust and agency funds, e.g. Student Representation Fee fund, District Trusts funds, and Student Club funds
2. Associated Student Trust fund that is part of the Auxiliary Programs Corporation and encompasses ASB and Athletic funds
3. AHC Foundation
4. AHC Viticulture & Enology Foundation

Management of the District and ASB funds require strict adherence to Ed Code, however, oversight of the AHC Foundation and AHC Viticulture & Enology Foundation adds the complexity of restricted funds, scholarships, endowments and investments and a bonded winery and inventory management system. Each entity has its own set of rules and regulations that govern how staff provide and account for our services and its own board that we report to and provide financial reports. The District funds require

governmental accounting treatment on a modified accrual basis. The corporation and foundations require non-profit accounting treatment on an accrual basis.

Services provided by Auxiliary Accounting Services:

- Accounts payable
- Accounts receivable
- Audit support
- Budgeting
- Cash management
- Cash receipts
- Endowment management and accounting
- Event resource management
- Financial reporting and analysis
- Financial statement preparation
- Fund management
- Grant management
- Inventory management and accounting
- Investment reconciliation and accounting
- Payroll
- Purchasing
- Reconciliation of bank accounts
- Reporting to regulatory agencies

Cashier Services

The Cashier Services department is responsible for the collection and receipting of payments for registration related fees and charges and various department deposits as well as the subsequent daily reconciliation of those collections. Department staff assist students with payment plans, contracts, vouchers, and answer questions related to their student accounts and BankMobile refund selection preferences and disbursements.

Services provided by Cashier Services:

- Bank deposit preparation
- Cash handling and receipting
- Cash management and reconciliation
- Childcare payment plans
- Communication to internal and external customers regarding Cashier Services schedules, activities, and policies
- Concurrent Enrollment voucher processing
- Credit card transactions reconciliation
- Disbursement of payroll checks, student aid and emergency funds
- Fee collection
- Financial Aid repayment plans

- Informational resource to students and staff related to student accounts
- Insurance premium payment plan management and collections
- Management of student holds and releases
- Multiple software systems activities and management
- Preparation and management of non-resident tuition payment plans
- Process BankMobile disbursements
- Process BankMobile and Business Services check reversals in student account database
- Process manual refunds for Business Services refund checks
- Provision of staff and student parking permits
- Receipt pass-through scholarships
- Student accounts receivable
- Third-party contract management, invoicing and receipting

I.b. Location & Time. Indicate where support is provided – not necessarily where you have a physical office.

Auxiliary Accounting Services

Time	Santa Maria	Lompoc Valley	Santa Ynez	VSFB	Other	Online
	Always Sometimes Never	Always Sometimes Never	Always Sometimes Never	Always Sometimes Never	Always Sometimes Never	
M-F 8-4:30	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
M-F 4:30 on	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
Weekends	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	

Cashier Services

Time	Santa Maria	Lompoc Valley	Santa Ynez	VSFB	Other	Online
	Always Sometimes Never	Always Sometimes Never	Always Sometimes Never	Always Sometimes Never	Always Sometimes Never	
M-T 8-6:30	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
W-F 8-5:00	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
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I.c. Admin Unit data

	2017	2018	2019	2020	2021
FT Employees	7	8	8	8	8
PT Employees	0	0	0	0	0
Student Workers	1	1	1	1	0
Temporary Workers	1	1	2	2	1

II. Past Program Service Area Outcomes (SAOs)

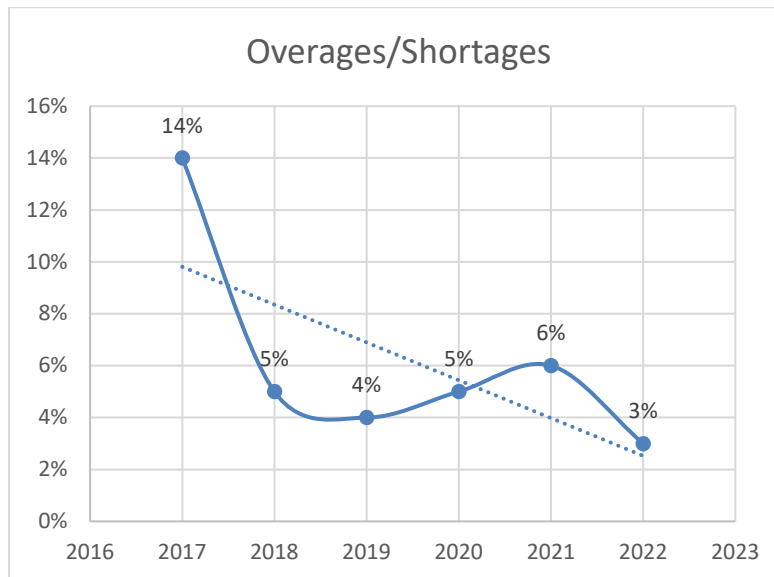
II.a. List program objectives from past program reviews and provide an update:

SAO	YEAR	STATUS
Provide excellent service to students, staff and community	2016	High majority of Auxiliary Accounting Services survey respondents rated the service provided by staff as excellent. Cashier Services survey respondents rated services provided by staff high in all areas. (Survey questions and answers below, III.c.) Analysis of surveys finds the SAO was accomplished.
Interaction with and payment timeliness with vendors	2016	AAS survey asked if payment was made in a timely manner and 100% of respondents answered, Yes. Average ratings on AAS services were between 4.58 and 4.75 for a scale of 1 to 5. (Survey questions and answers below, III.c.)
Cash counts	2016	Statistical analysis reveals declining over/short occurrences over past 6 fiscal years. (Scatter plot below.)
Internal control effectiveness	2016	External audits of the auxiliary organization and foundations have resulted in unmodified opinions and no material weaknesses or significant deficiencies have been identified.
Accounts payable	2016	Weekly check runs; no outstanding, unpaid payables
Bank Reconciliation	2016	Analysis reveals all reconciliations were accurate and completed in timely manner. External audits of the auxiliary organization and foundations have resulted in unmodified opinions and no material weaknesses or significant deficiencies have been identified.
Financial Statements	2016	Prepared monthly; timely presentation to boards
100% compliance with regulatory agencies	2016	Full compliance, no fees assessed
V&E Inventory Variance less than 1% of total dollar values	2018	Since the last comprehensive program review, the V&E inventory variance trend has been declining. Over the past two years, there has only been one instance of a variance larger than 1%. (Scatter plot below.)
Payroll on time and complete	2018	All payroll processes submitted to payroll provider on time. All paychecks received by staff on established pay dates.
AHC Foundation financials, investment and bank reconciliations completed in time for AHC Foundation Finance Committee and Board of Directors meetings	2018	Prepared monthly and provided quarterly in time for committee and BOD meeting agenda mailings.
V&E financials and inventory reconciliations provided on time for V&E Foundation Board of Directors meetings	2018	Prepared monthly and provided quarterly by established due date.

Internal control and financials integrity AHC Foundation	2018	External audits of the AHC Foundation have resulted in unmodified opinions and no material weaknesses or significant deficiencies have been identified.
Internal control and financials integrity V&E Foundation	2018	External audits of the AHC V&E Foundation have resulted in unmodified opinions and no material weaknesses or significant deficiencies have been identified.

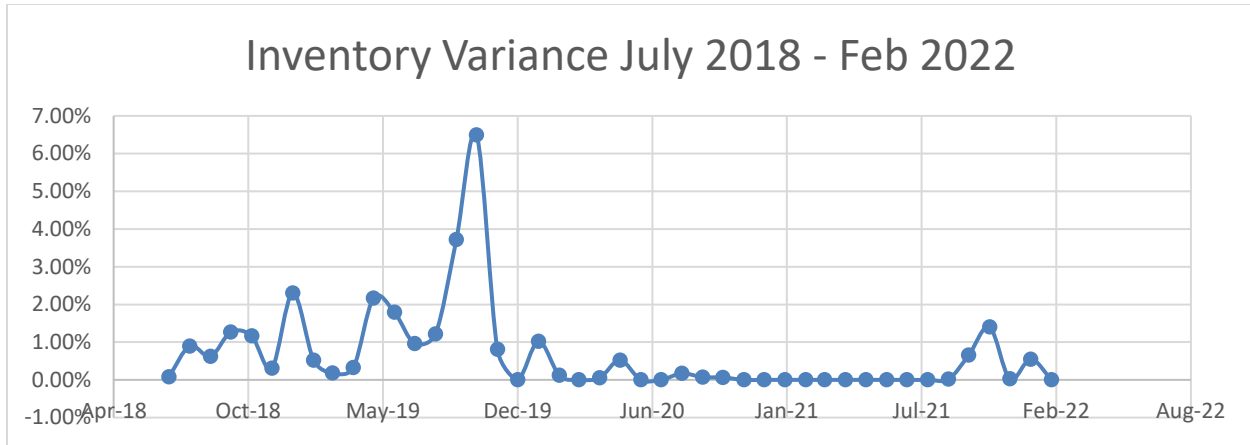
Past program review and objectives results analyzed:

- Cash Counts: Scatter Plot



The District change fund of \$6,000, which provides starting cash funds for cashier services and other departmental needs on campus, and the ASB change fund of \$3,000, which provides starting cash funds for ASB, club, athletic, and trust activities, are counted weekly. Weekly counts were reviewed for fiscal years 2017 – 2021 and including fiscal year 2022 through February 2022. The results quantified in the scatter plot above show cash counts for both change funds have resulted in a declining trend for overages and shortages occurrences. The two student account technicians, the student account specialist, and the Auxiliary Accounting Technician within Auxiliary Accounting Services (AAS) are just four of many staff members on campus who are responsible for correct cash counts related to these two change funds. While the AAS Accounting Specialist performs the weekly counts, he/she is not responsible for its integrity. Given that many other department staff members’ cash handling activities may result in an overage or shortage, this service area outcome will not be included in future program reviews for AAS.

- V&E Foundation Inventory Variance: Scatter Plot



The AHC Viticulture & Enology Foundation’s physical bottled wine inventory is counted monthly. Variances in inventory counts were attributed to difficulty in accessing cased inventory and errors and/or omissions in internal record-keeping and tracking of bottles pulled for donations, bottles used for tasting or testing, and/or loss. The unpredictable and irregular variances were recognized as a business operations weakness in the comprehensive program review in 2018 and a plan of action was made. These inventory variance challenges were addressed through the reorganization of the inventory within the winery, the addition of an external container for cased inventory in the winery lot, and the hiring of a Winery Operations/Lab Specialist. Despite the addition of the external container for cased inventory, access was still a challenge due to space limitations and large volume of cased wine. Tracking of inventory movement was also still a challenge. It wasn’t until the hiring of the current Winery Operations/Lab Specialist in 2020 that the AAS staff began to see the variances decline. The Winery Operations/Lab Specialist took ownership of tracking and accounting for the inventory resulting in a significant decrease in bottled wine inventory variances as shown in the scatter plot above. While monitoring variances is important, given the location and cause of the wine inventory variances, it was determined that AAS staff had little to no control over variances and this service area outcome will not be part of the AAS program review in the future.

II.b. Comment on challenges and/or obstacles in achieving the outcomes

1. Employee retention and competency, Goal IR1:

Cashier Services

Due to minimum wage growth over the past several years and no equivalent growth for the cashier services positions, staff were no longer content with their wages. We experienced several vacancies as staff were successfully seeking out higher paying jobs. Not only did we lose qualified staff members, but this had a direct impact on our ability to attract qualified applicants for the position at the wage offered. In addition, the title Cashier Technician also connoted that this was a simple cashier job, similar to those found in a department or grocery store where cashiering, receiving cash and providing receipts, is the main job function. The title and low wage attracted non-skilled or lower-skilled workers, making it difficult to find qualified applicants for the job, impacting the quality of services provided to students and staff. The true focus of the AHC Cashier Technician’s job is student accounts. They provide student

account support through several different job functions that require attention to detail, accounts receivable skills, and strong computer software, communication and critical thinking skills. The low wage also caused disparity between other positions on campus and affected employee morale and interfered with our ability to retain qualified and trained Cashier Technicians because when another similar position became available on campus, they were quick to apply given the higher wage offered.

In order to recruit and retain quality employees and to better align the titles with the job focus, a proposal for position name changes and reclassification for both the Cashier Technician and Student Account Specialist positions to higher, more appropriate and equitable ranges was submitted and approved. Effective July 1, 2021, the Cashier Technician position was renamed to Student Account Technician and reclassified from a range 16 to range 19. The Student Account Specialist was reclassified from a range 18 to a range 22. Through the internal reclassification process, the Coordinator, Cashier Services and Student Accounts was renamed to Coordinator, Student Accounts and was reclassified from a range 30 to a 32 effective July 1, 2021. Having equitable pay for our employees improves employee morale resulting in our ability to staff and retain qualified and competent employees, which in turn supports students, staff, and the public with greater quality of services.

Auxiliary Accounting

Auxiliary Accounting Services employees must have a broad skillset, vast knowledge and capacity for attention to detail and ability to multi-task because of the multiple and complex accounting rules and fund guidelines they deal with on a daily basis. It is because of this necessity to be diverse in job knowledge and skills that it was determined that the Auxiliary Accounting Services positions, Auxiliary Accounting Technician and Auxiliary Accounting Specialist, were not adequately compensated and should be reclassified.

The job duties performed by the Auxiliary Accounting Technician no longer fit the job description. Over time, the increased activity and complexity, along with the need to segregate many duties to few employees, has increased the number of essential job functions the Auxiliary Accounting Technician is responsible for. This position needed to be compensated fairly for the job duties performed as well as for the broad skillset and knowledge this job requires staff to maintain.

The position of Auxiliary Accounting Specialist covers a broad range of complex and technical job duties. Many of those job duties were not listed in the current job description due to growth in the funds and entities this position is responsible for. This broad range of job duties requires the employee in this position to have the knowledge and skills necessary for many different types of job functions, which is unlike many of the other jobs on campus. Because the Auxiliary Accounting Specialist covers so many different types of job functions, such as payroll, grant accounting, accounts receivable, bank reconciliation, cash receipting, inventory management, endowment management, investment accounting, budgeting, purchasing, etc., the position's salary range needed to adequately reflect the skill set and knowledge necessary for performing this job.

Increased activity in the Viticulture & Enology Foundation, a fully functioning winery, has brought with it new and more complex job duties to the Auxiliary Accounting Specialist's desk, e.g. sales, inventory management, discounts, sales tax, tracking cost centers, as well as providing support to the winery management team.

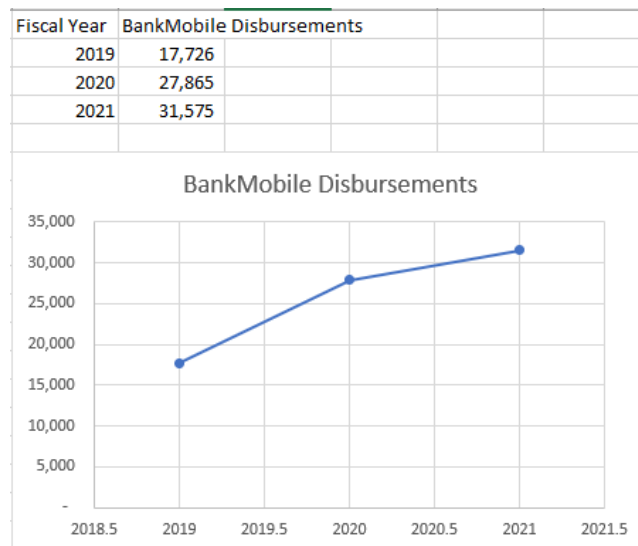
The implementation of Banner software, the college’s financial software system, resulted in the loss of automated capabilities that the prior financial software provided. This requires manual processes that are more technical, difficult, and time consuming than previously required of the Auxiliary Accounting Specialist, e.g. endowment income and management fee spreads, distribution of endowment funding proceeds.

Given the broad range of job duties these positions are responsible for as well as the complexity and technicality involved in performing those job duties, a reclassification of the positions within Auxiliary Accounting Services was requested and approved, effective July 1, 2021. This reclassification better reflects the service requirements of the department and serves the college more effectively and efficiently with adequately skilled and compensated employees.

2. Disbursement of student refunds impacted by refund options and increased student aid due to pandemic:

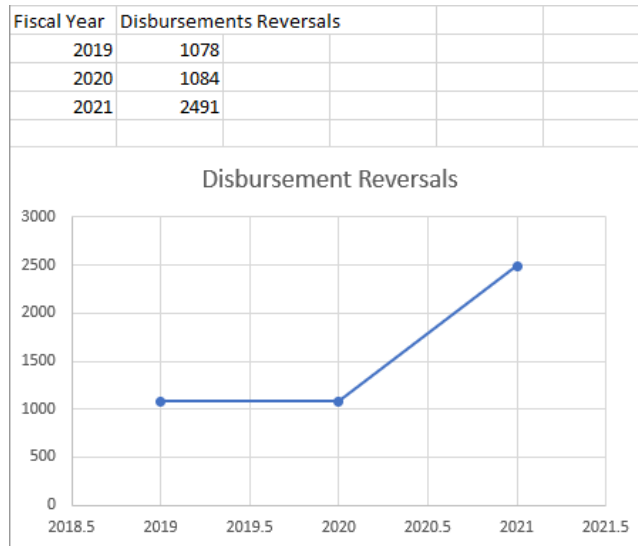
Cashier Services

Prior to the pandemic, BankMobile disbursements of refunds were processed twice a week, Tuesdays for disbursements flowing directly to BankMobile and Thursdays for manual disbursements resulting in AHC staff processing and mailing the students’ checks or allowing for direct pickup from the college. With the advent of the pandemic, the increased aid and emergency funds provided to students resulted in an increased need to provide disbursements to students quickly and more often. While we are still processing manual disbursements on Thursdays, we are now processing BankMobile disbursements daily, resulting in a 78% increase in BankMobile disbursements between 2019 and 2021, as shown in the chart below.

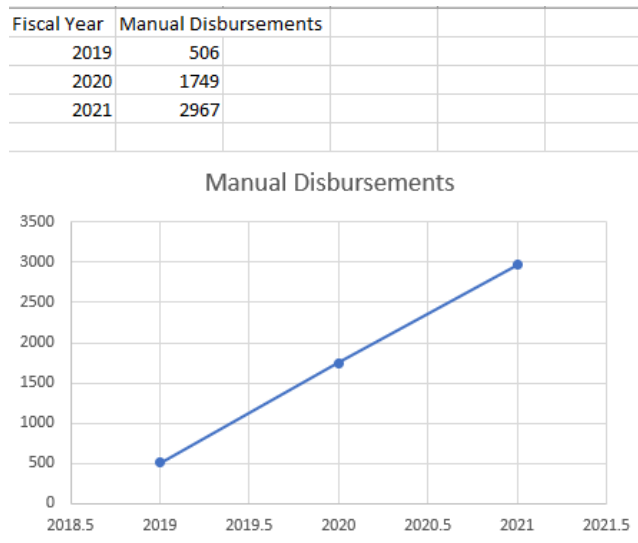


Up until April 2021, students had the option of selecting their BankMobile disbursement refund preference three ways, deposit to a BankMobile checking account, deposit to an existing bank account, or by check. When the student failed to select a refund preference, the funds were held for 30 days and then disbursed by check to the address on file with BankMobile.

Due to the increased number of BankMobile disbursements from 2019 to 2021, we saw a 131% increase in the number of checks that were returned as undeliverable or reported as stale-dated during the same time frame, as shown in the chart below.



Upon research we discovered that when students updated their addresses in Banner, they were not automatically updated in BankMobile. The address files are only sent to BankMobile initially and students are required to update their addresses with BankMobile directly for subsequent changes. Given this issue and to ensure that students received their disbursements in a timely manner, we process manual disbursements of these returned funds. This resulted in a 486% increase in the number of manual disbursements processed from 2019 to 2021, as reflected in the chart below.



In April 2021, to mitigate the problem of returned BankMobile checks, a committee was formed to address the problem and come up with a solution. It was determined that the best course of action was to remove the check option for BankMobile refund preferences so that new students would have the options of selecting the BankMobile checking account or have their funds deposited to an existing bank

account. This would help alleviate the number of stale-dated or returned BankMobile checks and allow for the funds to be in the students' possession quicker, within 1-2 business days. Existing students still have the option to have a BankMobile check sent to them so we may continue to see a high number of manual refunds needed due to undeliverable checks over the next two to three years, but this number should be decreasing over time.

As a result of the impact the pandemic has had on Cashier Services, which resulted in an increase in the number of disbursements on students' accounts, the number of stale-dated and undeliverable checks, and the resulting increase to manual disbursements, we have added a new Service Area Outcome (SAO): Students will be confident and satisfied with the effective and timely delivery of their disbursements. The action already taken to work towards this SAO was to remove the BankMobile check option for new students. Future actions should include better communication to students advising them to update their address changes directly with BankMobile and to encourage students to select a refund preference. To measure, we will re-evaluate the number of BankMobile disbursements, reversals, and manual disbursements.

3. Challenge maintaining service window hours with only two full-time student account technicians:

Cashier Services

As a result of the increased service window hours for Student Services, the cashier services service window hours have been extended on Monday and Tuesday evenings to provide additional hours of access to student services for evening and working students. The hours of coverage on Mondays and Tuesdays are 8 a.m. to 6 p.m. Because the student account technicians must balance out, count, and reconcile their cash drawers after the window is closed at end of day, they are scheduled to work until 6:30 p.m. on these extended service days. As CSEA employees, their hours are limited to 7.5 hours/day on Monday and Tuesday. The extended service window hours require staff coverage over 10.5 hours on these days of the week. With only two full time student account technicians, there is a need to have a morning staff member working 8 a.m. to 4:30 p.m. and a late shift staff member working 10 a.m. to 6:30 p.m. in order to provide coverage during the open window hours. This arrangement leaves gaps in coverage during breaks, lunch hours, and especially during heavier service times such as the start of a semester and during special aid distributions. Overtime is often required and staff may not always be willing or able to work the extra hours. These staffing limitations present a challenge to the Cashier Services department. As a result of this challenge, a resource need for staffing a substitute student account technician has been identified. The goal is to hire and train a substitute employee to work up to 365 hours a year, providing coverage for illnesses, vacations, registration peaks, and special events, effectively meeting the needs of and providing quality services for AHC students.

II.b. Based on assessment of the past 6 years, what are the current department strengths and weaknesses?

Auxiliary Accounting Services

Strengths:

*collaboration skills: our team recognizes the importance of strong and open communication and inclusivity of others' skills and ideas to ensure and aim for the best possible outcomes

*campus wide service mentality: our team recognizes that all departments, employees, and students are interconnected so serving and assisting others promotes the vision and goals of the college

*cross-training: to ensure needs are met and issues are resolved in a timely manner, our team learns the key job skills the others perform so they are able to step in to support when needed

Weaknesses:

*separation of duties is often difficult to achieve due to our smaller staff size requiring additional compensating controls to be implemented, which is not ideal in an accounting department

Cashier Services

Strengths:

*staff is knowledgeable of campus services enabling them to better serve the students

*strong working relationships with staff contributing to healthier work environments

Weaknesses:

*staffing constraints put pressure on existing staffs' ability to provide adequate service window coverage

III. Performance, Stated functions & Demand for Service

III.a. Quantitative data collected:

As of 6/30/2021, Auxiliary Accounting Services managed a total of 658 active funds totaling \$39,286,079 as detailed by entity in the chart below.

Entity	# of Active Funds	Fund Balance as of 6/30/2021
District Auxiliary Funds		
Student Rep Fee	1	\$ 67,500
District Trust	49	\$ 1,134,088
Student Clubs	51	\$ 66,211
Associated Student Trust	24	\$ 378,040
AHC Foundation	528	\$ 37,444,267
AHC Viticulture & Enology Foundation	5	\$ 195,973
Totals	658	\$ 39,286,079

A significant function in managing those funds is in processing checks, data below.

Fiscal Year	Checks Processed in Auxiliary Accounting Services							
	District Trusts, Clubs, SRF		ASB/Athletics		Foundation		Viticulture & Enology Foundation	
	# of Checks	Value of Checks	# of Checks	Value of Checks	# of Checks	Value of Checks	# of Checks	Value of Checks
2019	424	\$ 226,401	412	\$ 429,379	532	\$ 2,276,788	90	\$ 65,481
2020	303	\$ 200,908	335	\$ 452,748	415	\$ 3,927,020	126	\$ 119,370
2021	93	\$ 75,433	133	\$ 228,212	343	\$ 2,185,745	115	\$ 80,897
2022*	198	\$ 179,057	417	\$ 421,590	401	\$ 1,848,243	140	\$ 60,082

*projected numbers/values based on July 1, 2021 - February 28, 2022 output

Another significant function in managing those funds is in preparing deposits and posting cash receipts, data below in III.b., # deposits.

As of 6/30/2021, the AHC Foundation held 111 endowment funds in 11 different investment accounts. Each investment account is reconciled monthly. Interest, dividends, gains, and losses for pooled investments are spread proportionately among 105 pooled endowments each month.

As of 6/30/2021, the AHC Viticulture & Enology Foundation held 776 gallons of bulk wine in seven varietals and 9,403 bottles of wine in 24 varietals. The bulk and bottled wine inventory is reconciled and the inventory costs are allocated monthly using a comprehensive spreadsheet that tracks costs, sales, donations, winery use, adjustments, additions to inventory, testing and tasting removals, and bulk wine blending and movement.

III.b. What workload metrics do you collect (i.e. number of surveys, help desk requests, purchase orders)

Auxiliary Accounting Services

Service	2019	2020	2021	2022*	Goals*
# of checks disbursed	1,458	1,179	684	1156	n/a
# deposits	787	800	666	883	n/a
# journal entries	631	604	526	517	n/a

* 2022 are projected numbers based on July 1, 2021 – February 28, 2022 output

The number of services provided by Auxiliary Accounting Services staff has declined over the past two fiscal years 2020 and 2021, which is directly related to the effect the pandemic had on student, department, and entity activities. The ultimate goal is to see an increase in the number of services provided, which directly correlates to the services and activities the college and non-profit entities are able to provide.

Cashier Services

Service	2019	2020	2021	Goals*
# of BankMobile disbursements	17,726	27,865	31,575	n/a
# of disbursements reversed in Banner	1,078	1,084	2,491	To see year to year decline
# of manual disbursements in Banner	506	1,749	2,967	<5% of disbursements
# transactions processed by cashier services staff in students' accounts	46,075	56,548	52,017	n/a

The number of services provided by Cashier Services is strongly correlated with the pandemic's effect and the college's response in providing aid to students as detailed II.b.2.

III.c. Survey data collected:

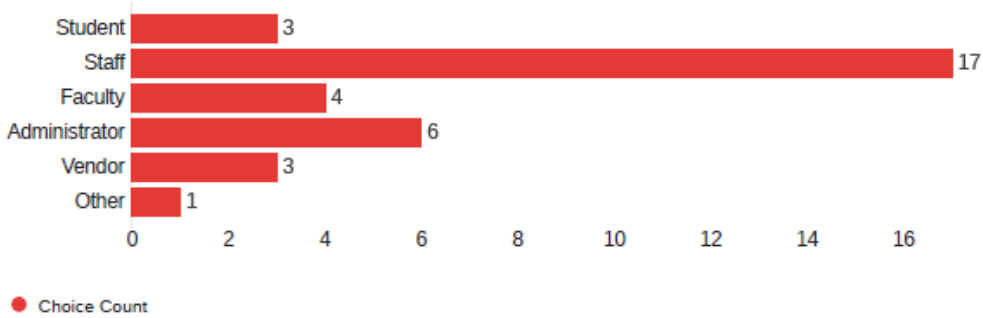
Describe the demand and satisfaction based on the results from surveys, focus groups, customer feedback, or other means of feedback.

Service (Cashier Services)	Level of Satisfaction	Importance	Analysis
Service window hours	93% said hours were adequate	High	Survey

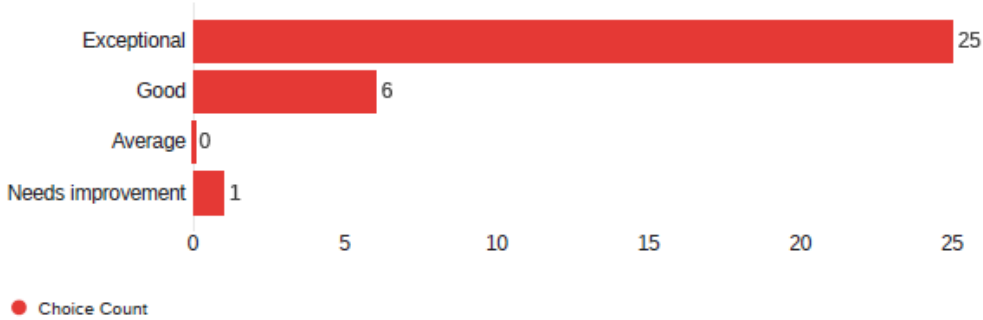
Timely service	51% waited on immediately; 43% served within 1 to 5 minutes; 4% waited between 5 and 15 minutes; 2% waited more than 15 minutes	Moderate	Survey
Transactions Completed/Questions Answered on day of visit	99% of respondents answered Yes	High	Survey
Student Account Technicians knowledgeable and easy to understand	98% of respondents answered Yes	High	Survey
Service (Auxiliary Accounting Services)	Level of Satisfaction	Importance	Analysis
Overall services	78% Exceptional; 19% Good; 3% needs improvement; Scale 1 to 5 resulted in mean of 4.67 for various areas of service, e.g. know business, explains clearly, accurate, responds quickly, thorough, and courteous	High	Survey
Communication	78% Exceptional; 13% Good; 6% Average; 3% needs improvement	High	Survey
Resolves Issues	97% had issue resolved at visit	High	Survey
Timely payments	100% responded that payment was made in a timely manner	High	Survey
myHancock portal resources	71% very satisfied; 16% satisfied	High	Survey

Auxiliary Accounting Services Survey Results:

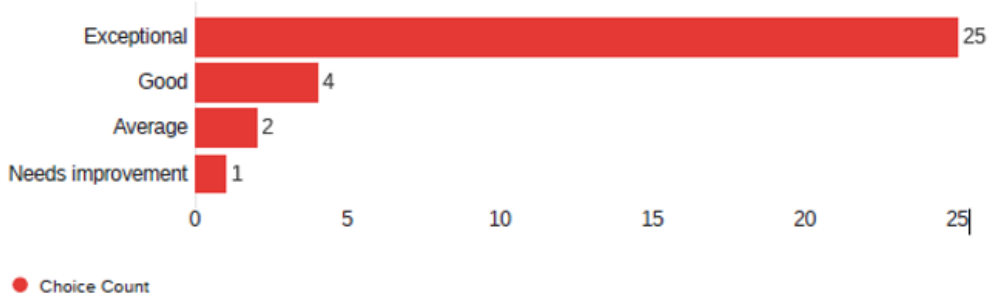
Q2 - Which option applies to you? - Selected Choice



Q3 - How would you rate the service you received from the Auxiliary Accounting Services staff?



Q4 - How would you rate the communication abilities of the Auxiliary Accounting Services staff?



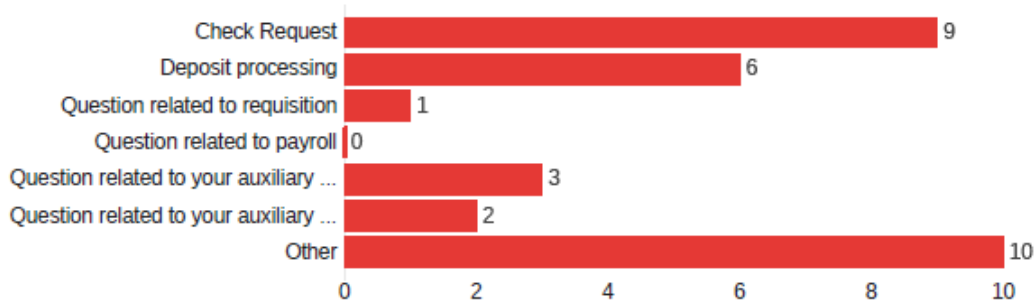
Q5 - When you contacted or visited Auxiliary Accounting Services, did you get the information that you needed or your issue resolved?



Q6 - If you answered "No" to the previous question, please explain.

If you answered "No" to the previous question, please explain.

Q7 - What was the purpose of your most recent contact with the Auxiliary Accounting Services? - Selected Choice



● Choice Count

Q7_7_TEXT - Other - Text

Other - Text

Question related to foundation

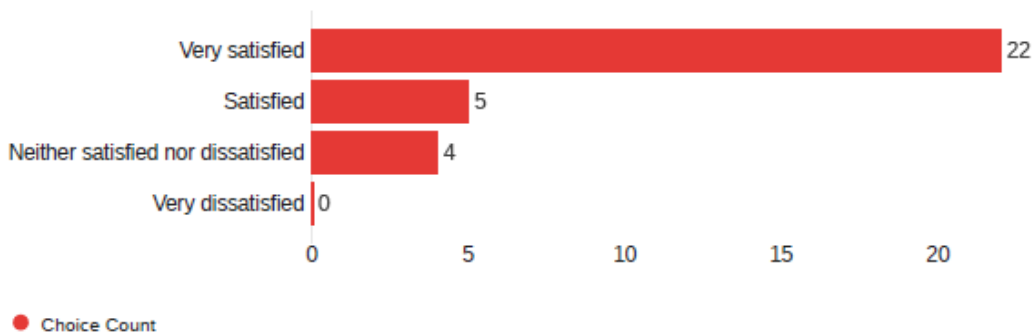
Address change

Collaboration on a team project

Q8 - If you responded "check request" to the previous question, was your payment made in a timely manner?



Q9 - How satisfied are you with the information and resources provided on the Auxiliary Accounting Services page in Employee Resources on the myHancock portal?

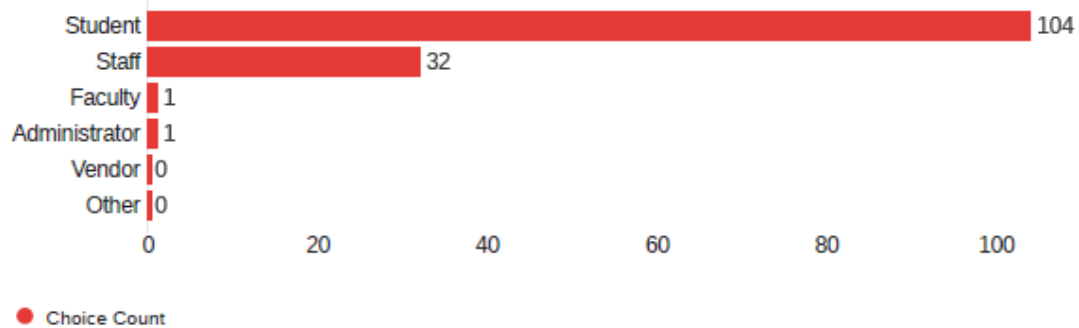


Q10 - If you have received service, how would you rate the Auxiliary Accounting S...

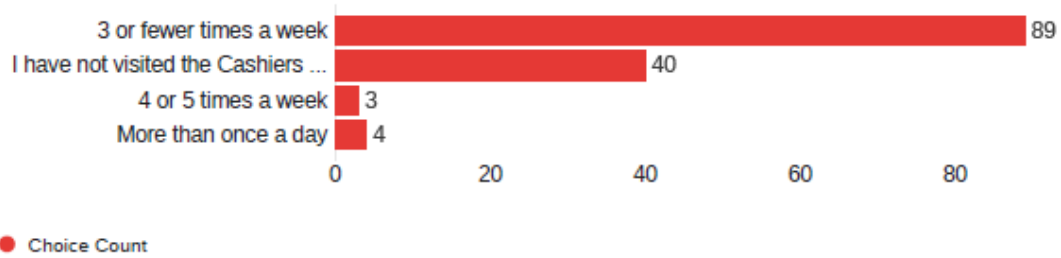
Field	Min	Max	Mean	Standard Deviation	Variance	Responses
Really know their business	3.00	5.00	4.75	0.56	0.31	32
Able to explain things clearly	3.00	5.00	4.69	0.58	0.34	32
Accurate	3.00	5.00	4.68	0.59	0.35	31
Responds quickly	3.00	5.00	4.66	0.59	0.35	32
Thorough	3.00	5.00	4.63	0.65	0.42	32
Courteous	2.00	5.00	4.58	0.79	0.63	31

Cashier Services Survey Results:

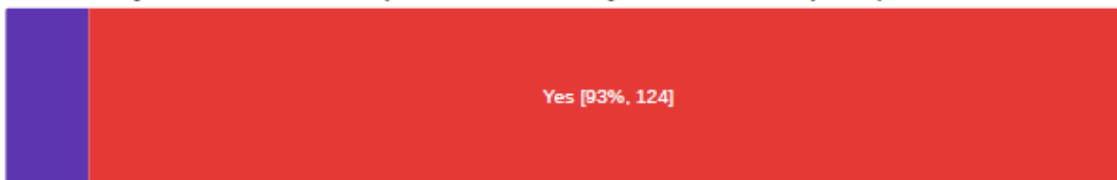
Q2 - Which option below applies to you? - Selected Choice



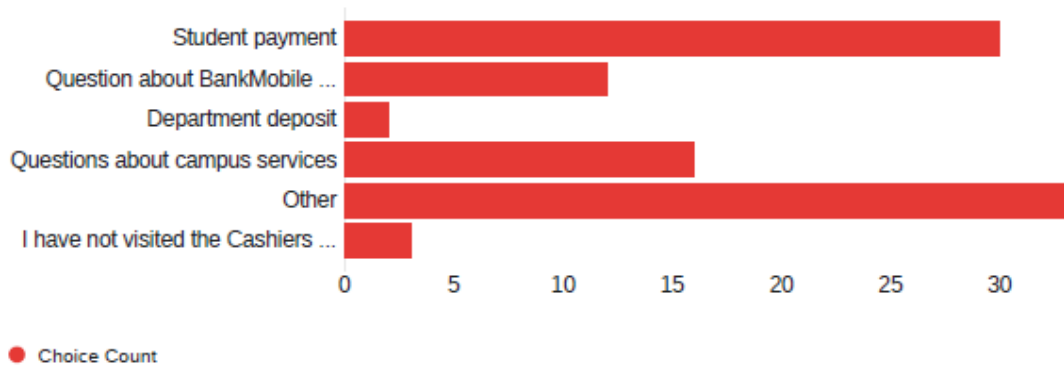
Q3 - How often do you come to the Cashiers Services department?



Q4 - 3. Are the Cashier Services service window hours adequate? (Hours are Monday and Tuesday 8 a.m. to 6 p.m., Wednesday and Thursday 8 a.m. to 4:30 p.m. and Friday 8 a.m. to 4 p.m.)



Q5 - What brings you to the Cashier Services department? - Selected Choice



Q5_6_TEXT - Other - Text

Other - Text

giftcard from vacconation

ALL OF THE ABOVE

Permit

Asking for the gift card

ID card and gift cards for covid vaccines

Pickup permit

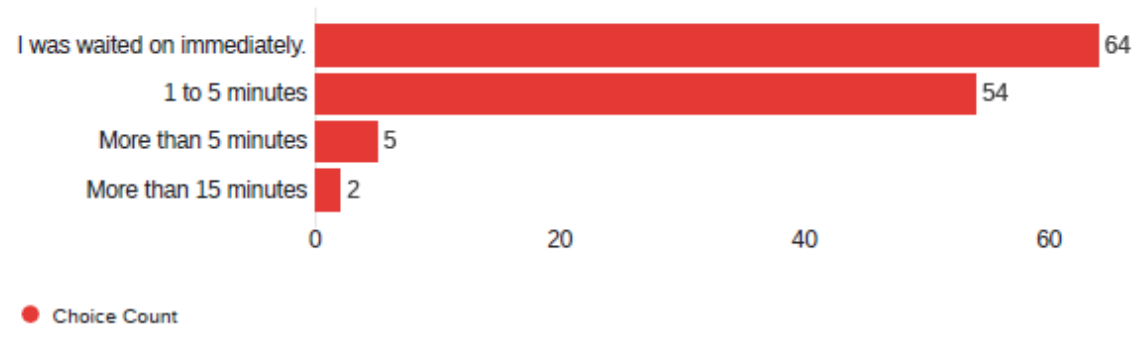
Pay check

I work for basic needs As a student worker and take other students for service as well

COVID immunization card

Covid vaccine incentives

Q6 - How long did you wait to be served?



Q7 - Did we complete the transaction or answer your question on the day of your visit?



Q8 - If you answered "No" to the previous question, please explain.

If you answered "No" to the previous question, please explain.

Q9 - Are the Student Account Technicians knowledgeable and easy to understand?



Based on the survey results, what are the main gaps that form your SAOs for the next six years?

Cashier Services

The new SAO, *Staff and students will be satisfied with the services provided by Cashier Services*, was developed to ensure the Cashier Services department is continually working towards reaching and

maintaining a high level of satisfaction from students and staff at the college. While the survey results identified a gap in timely service, the wait times could be explained by the current activities Cashier Services is undertaking. The college is offering current Fall and Spring students of the 2021-2022 school year a COVID-19 vaccine incentive of a \$250 VISA gift card and a booster incentive of a \$10 Chick-fil-A or Starbucks gift card. Cashier services is responsible for the verification and distribution of those incentives, which impacts the wait times due to the volume of students responding. Cashier Services distributed 5,860 vaccine incentive gift cards for Fall 2021 students between August 19, 2021 and March 10, 2022 and 1,150 vaccine incentive gift cards and 847 booster incentive gift cards for Spring 2022 students between January 27, 2022 and March 17, 2022. Despite the explanation of the cause for longer wait times, Cashier Services will continue to strive for high levels of satisfaction from students and staff in all areas of service.

Auxiliary Accounting Services

The new SAO, *Auxiliary Accounting Services (AAS) stakeholders will report satisfaction with accounting services provided by AAS staff*, was developed in response to the AAS survey results. We found we had a low response from vendors and students, important stakeholders of AAS funds and services, so future surveys will be targeted to vendors and students to provide broader and more relevant feedback.

The staff at AHC provided responses to the survey that gives AAS room for improvement. With the goal of providing higher rates of satisfaction with AAS accounting services, management met with staff to discuss the survey results. It was discussed at that meeting that our team's role of fund oversight coupled with our responsibility to ensure policies, procedures, laws and internal controls are being followed by students and staff that are spending fund balances, and/or handling funds at events, sometimes puts us in a difficult position that is not always well received. We are required to inform them when actions or activities are not permitted. An example is when a student group or department holding ASB, club or trust funds would like to use their funds to support or donate to non-college events or other organizations. Ed Code considers monies collected and retained in a district account as public funds and requires trust and agency funds be used for students and student-related events in support of the educational mission of the college. Being responsible to ensure proper procedures are being followed, despite our efforts to find and offer alternative solutions, sometimes puts us in an unfavorable position, which may impact the overall satisfaction with AAS services by fund holders. The team was encouraged to aim for exceptional levels of satisfaction while still pursuing compliance with the policies and procedures of the college.

IV. Equity

IV.a. How does your program support equity?

Equity is achieved in many ways:

- Providing students and staff reliable access to multiple payment options based on their needs and/or preferences, e.g. cash, in-person check, mailed check, in-person credit card, faxed credit card, online credit card, and online ACH payments.
- Offering payment plans for those students that have difficulty paying their fees all at once.
- Both areas have employees that are bilingual to serve the needs of our Spanish-speaking students and staff.
- We work with a diverse group of students with acceptance and respect.

V. New Program Outcomes & Plan of Action

V.a. Identify recommendations to improve department performance in its functions and service outcomes (SAOs).

Cashier Services			
SAO 1: Students will be empowered with the knowledge of their refund process to have better control over their funds.			
Activity	Timeline	Progress Measure	Link to Strategic Plan
Ensure students are aware of BankMobile refund process; encourage students to select a refund preference; ensure students understand how to access their BankMobile account	Fall 2023	Number of students who have not selected a refund preference (This number should be declining.)	<u>Goal SLS2</u> : To support student access, achievement, and success (ensuring their financial aid funds are quickly and easily accessible to support their needs).
SAO 2: Students will be confident and satisfied with the effective and timely delivery of their disbursements.			
Activity	Timeline	Progress Measure	Link to Strategic Plan
Remove BankMobile check option; advise students to update address with BankMobile	Fall 2024	Number of returned or stale-dated checks (This number should be declining.)	<u>Goal SLS2</u> : To support student access, achievement, and success (ensuring their financial aid funds are quickly and easily accessible to support their needs).
SAO 3: Staff and students will be satisfied with the services provided by Cashier Services.			
Activity	Timeline	Progress Measure	Link to Strategic Plan
Sharpen customer service skillsets; increase knowledge of campus services	Spring 2025	Survey	<u>Goal IR1</u> : To recruit and retain quality employees; <u>Goal SLS2</u> : To support student access, achievement, and success.

Auxiliary Accounting Services			
SAO 1: Auxiliary Accounting Services (AAS) stakeholders will report satisfaction with accounting services provided by AAS staff.			
Activity	Timeline	Progress Measure	Link to Strategic Plan
Keep fund stakeholders informed and directed so they are making effective decisions	Spring 2025	Survey	<u>Goal IR2</u> : To develop district financial resources adequate to support quality programs and services. <u>Goal SLS2</u> : To support student access, achievement, and success. <u>Goal SLS7</u> : Ensure students are connected.
SAO 2: AAS vendors will receive timely and accurate payments resulting in department purchasers receiving their goods and services efficiently.			
Activity	Timeline	Progress Measure	Link to Strategic Plan
Ensure timely payments to vendors	Spring 2025	Survey	<u>Goal IR2</u> : To develop district financial resources adequate to support quality programs and services. <u>Goal SLS2</u> : To support student access, achievement, and success.
SAO 3: AAS staff will be in compliance with regulations and adhere to proper internal controls of governing bodies and regulatory agencies to maintain continued operations and avoid corrective actions.			
Activity	Timeline	Progress Measure	Link to Strategic Plan
Submission of timely returns; ensure effective internal controls are followed		No findings, clean audit, no penalties or late fees	<u>Goal IR2</u> : To develop district financial resources adequate to support quality programs and services.

VI. Resource Needs

VI.a. To implement the actions above, list any resources needed (please include corresponding cost estimates):

Resource	SAO	Strategic Planning Goal	Specific Resource	Estimated Cost	Health and Safety (Y/N)	Priority
Technology Needs	CS: SAO 3	Goal IR3	Fax machine-AAS office	\$350	N	4
Cont'd.	AAS: SAO 1	Goal IR3	2 iPads - ASB, Clubs	\$950	N	6
Cont'd.		Goal IR3	Copier – Cashier Services	\$675	N	5
Staffing Needs	SAO 1 SAO 2 SAO 3	Goal SLS2	Sub Cashier	\$7,750	N	1
Equipment (non-technology)		Goal IR4	Additional safe for cashier services	\$1,850	Y, safeguard college assets	3
Cont'd.			Shredder	\$3,500	N	7
Other Resources		Goal IR2	Consulting Services - Winery Inventory	\$10,000	N	2

Validation

To ensure institutional input, and when appropriate, the program review chair should solicit input from a validation team comprised of the following members:

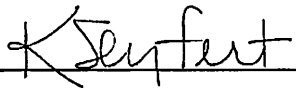
1. One faculty appointed by AS
2. One staff appointed by CSEA
3. One manager appointed by the Management Association


The validation team will prepare a memo regarding validation of the program review.


1. Does the report include the program scope, relevant data related to program functions and services, findings and an action plan?
2. Is the information in the program review valid and accurate? Is there any important information missing?
3. Are there any areas in which the program deserves a commendation for performance excellence?

Program Review Committee

The program review committee must be approved by the superintendent/president or cabinet level administrator.

Department Manager: Keli Seyfert, Director, Auxiliary Accounting 

Committee Member: Bruce Wade, Auxiliary Accounting Specialist 

Committee Member: Anel Drake, Auxiliary Accounting Technician 


Committee Member: Patrick Griffith, Student Account Specialist 
Patrick Griffith (Apr 6, 2022 11:53 PDT)

External Member: Laura Becker, Director, Business Services 

Approval

The written report will be submitted to the appropriate cabinet member for approval. The program review and annual updates will be used for planning and budgeting purposes.

Cabinet Member: Eric D. Smith, Assoc. Superintendent/Vice President, Finance and Administration


Eric Smith (Apr 6, 2022 12:06 PDT)



BUSINESS SERVICES

MEMO

DATE: April 6, 2022
TO: Keli Seyfert, Director, Auxiliary Accounting
FROM: Laura Becker, Director, Business Services
SUBJECT: 2021-2022 Program Review for Auxiliary Accounting Services Department

I have completed my review of the 2021-2022 Program Review for the Auxiliary Accounting Services Department as the external committee member and have found that the comprehensive self-study:

- includes the program scope, survey results and assessment, and quantitative and qualitative data related to the activities of the department;
- utilized valid and accurate data and survey questions to assess prior service area outcomes (SOAs) and identify new SOAs;
- and, includes reasonable and attainable SOAs.

Members of the program review committee include: Keli Seyfert, department manager; Bruce Wade, auxiliary accounting specialist; Anel Drake, auxiliary accounting technician; Patrick Griffith, student account specialist; and myself as the external evaluator.

I would like to take the opportunity to note that the Auxiliary Accounting and Cashier Services' team members were vital to the COVID-19 vaccine and booster incentive gift card distribution. Each team member contributed to the different aspects of this project, which included: logistics planning, unpacking, grouping, logging, auditing, batch packaging, distributing, and reconciling. The strengths of collaboration skills and service mentality noted in the program review were highly evident during the duration of this project.

A handwritten signature in blue ink, appearing to read "L. Becker".