ANNUAL REPORT

California State University Channel Islands

Division of Business & Financial Affairs

FY19-20

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Message from Vice President Trinidad

Division of
**BUSINESS &
FINANCIAL
AFFAIRS**
CHANNEL
ISLANDS

California State
University

Introduction and Context

The Division of Business and Financial Affairs (BFA) actively facilitates the strategic goals and plans of CSUCI through the alignment of our divisional strategic plan with the University's current Strategic Initiatives. BFA provides the CSUCI campus with essential services, and during Fiscal Year 2019-20, was comprised of six units: Administrative Services, Budget & Planning, Facilities Services, Financial Services, Information Technology Services, and Public Safety.

Our Role

As CSUCI continues its growth, the Division must anticipate needs and mobilize operations to increase capacity to support this expansion. Our Division's strategic priorities focus on putting systems and structures in place to support this next major phase of growth and organizational maturity.

Our Approach

Funding and the anticipated campus growth challenges us to shift the way we do business. We continue to reconceive our programs and services, empowering members of BFA by equipping them with the skills and knowledge needed to fully participate in the planning. As we continue to build programs, create structures and refine processes, we actively collaborate amongst the BFA units, with other campus units, and with our community partners. The results of these investments are new partnerships, Lean Six Sigma improvements, and cost savings. Less tangible are strengthened trust, goodwill, and capacity for more effective change and further innovation.

Annual Report

In the interest of transparency, BFA publishes this annual report highlighting the work performed by the division during the fiscal year. This work aligns with the University Strategic Initiatives as well as the BFA strategic plan.

Division of Business & Financial Affairs Mission:

We transform the delivery of services to support the campus through continuous improvement.
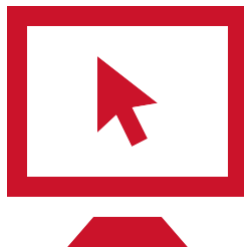
Administrative Services

E SIGN

Transitioned 14 employment forms to e-signature format and an additional 5 forms requiring wet signature converted to Adobe Sign workflows

COMMUNICATION

Updated HR website within 30 days of campus going virtual to create one-stop shop for employee questions and resources

STREAMLINED

Risk Management streamlined contracts and insurance language reviews in collaboration with Procurement

Working Together Toward Efficiency

HR collaborated with Extended University (EU) and Faculty Affairs on a project to improve the efficiency of the EU faculty pay process. A cross-functional team worked along with two Green Belt Facilitators to redesign the process, significantly reducing the number of steps required. Total time saved was estimated at 49 hours for a yearly time/cost savings of over $17,000.

Budget & Planning
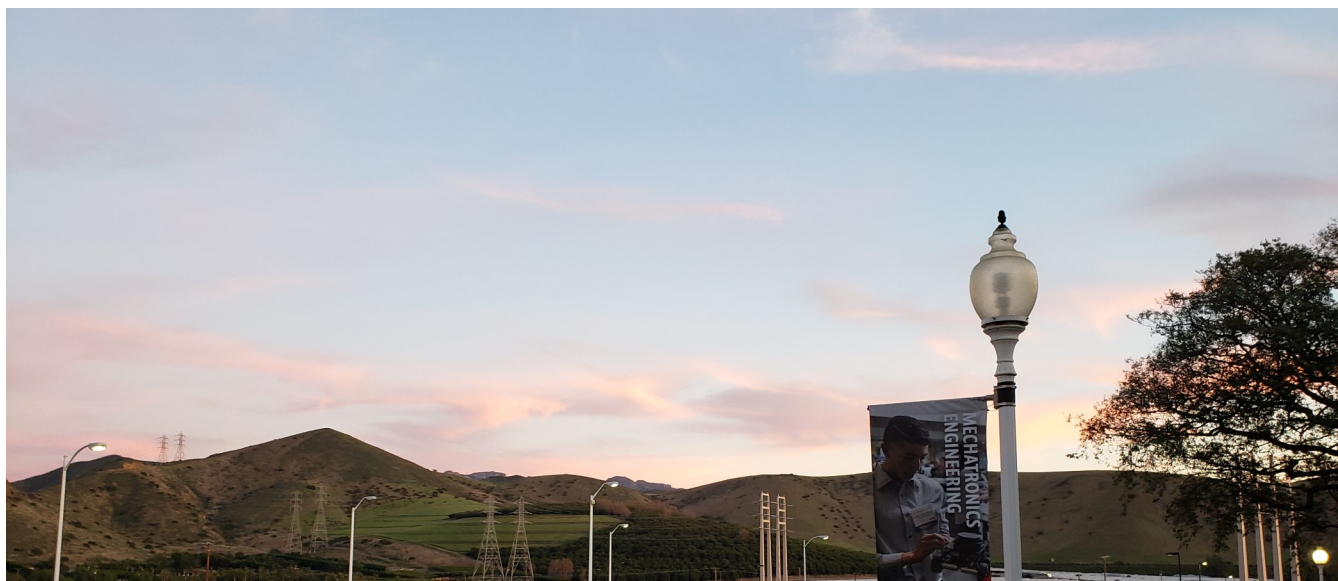
EFFICIENCY

Leveraged existing divisional planning structures and Chancellor's Office resources to eliminate redundancies and mitigate costs

BUSINESS ACUMEN

Promoted Business Acumen awareness, training and holistic mindset within department and across campus

IMPROVEMENT

Instituted a framework for departmental continuous improvement and business process review

Financial Transparency Portal

In FY2019-20, the Budget and Planning team replaced the campus' financial transparency portal with existing resources from the CSU Chancellor's Office, eliminating redundancy of effort, campus IT support, and software expenditure. This effort helped the campus realize a cost savings of $10,000, excluding staff time saved.

Position Management Reconciliation

The team streamlined the position management reconciliation process by integrating LCD reporting tools to more accurately track position budgets. This process change has expanded the team's ability to analyze variances with position budgets and to help the campus identify opportunities for budget savings and position planning.

Improving the Budget Load Process

The Budget & Planning team conducted a review of the annual budget load process for importing nearly 100,000 records into the Finance Data Warehouse. As part of that review, the team met with each division at CSUCI gain an understanding of the internal processes and tools used to allocate divisional budgets.

Through this process, the Budget and Planning team discovered redundancies attributed to a legacy software system. The team made the decision to stop using the legacy software system, thereby eliminating ten steps in the budget load process. Divisional spreadsheets and Excel budget templates now serve as the basis for the budget load. Overall, this process improvement resulted in annual cost savings of $50,000, including 135 staff hours.

Budget & Planning AVP Barbara Rex

Updating Cost Allocation Guidelines

The Budget and Planning team participated in a working group led by the Chancellor's Office and tasked with updating cost allocation guidelines for the CSU system. In doing so, the team initiated a review of CSUCI's indirect cost recovery methodologies and conducted an inventory of the services provided by stateside resources to self-support and auxiliary organizations.

Partnering with Campus

In FY2019-20, the Budget and Planning team focused on developing a culture that encourages staff to continuously expand their focus to look more comprehensively at business processes and understand the interconnectedness of broader systems as well as campus partners' needs.

Facilities Services

UTILITY SAVINGS

Leveraged reduced occupancy on campus due to COVID to reduce non-essential utility usage, achieving over $50,000 in savings

GOLD STARS

Helped CSUCI receive a Gold STARS rating from the Association for the Advancement of Sustainability in Higher Education

STEPPING UP

Remained on campus after the COVID outbreak to ensure proper cleaning and maintenance of campus facilities

Renewed Recognition

Facilities Services staff partnered with CSUCI students, faculty and community members to help the campus earn renewed designation as both a Bee Campus USA, for its commitment to protecting pollinators, and a Tree Campus USA, for its tree care plan.

Work on the Central Mall

Arroyo Gym Upgrades

Facilities Services upgraded the lighting in Arroyo Gym in November 2019, replacing 72 compact fluorescent lights with 36 LED lights. The new LED lighting served a number of purposes at once, including improving safety by reducing the hazard of shattered glass and mercury dust, enhancing lighting levels, and reducing maintenance. In addition, the new lights are expected to reduce energy usage by 13,000 kWh annually, saving the University $1,430.
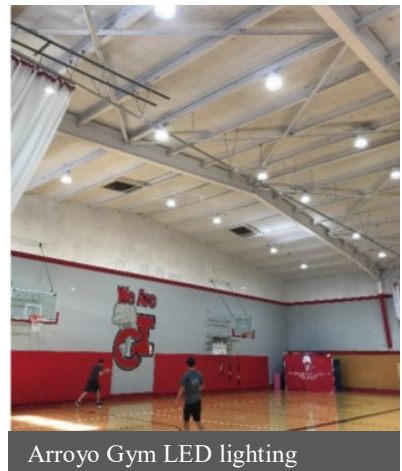
Progress Despite Challenges

Planning and construction of a number of capital projects on campus continued in FY2019-20 despite the challenges presented by COVID-19 during the year. Renovation of the Grand Salon was completed in January 2020, providing ADA access improvements, new entrance doors, four large ceiling fans, new carpet, paint and drapes, audio/visual improvements, and sound attenuation. The team also began and largely completed resurfacing the core area of the central mall. This area is now surfaced with permeable pavers and grass. Facilities Services also partnered with the Public Safety team on a project to enhance emergency preparedness systems on campus, including improving door locking systems across campus and increasing the quantity of security cameras in highly populated areas. Planning continued on other major capital projects including renovation of Manzanita Hall (scheduled for construction in 2020) and Gateway Hall (scheduled for beginning of construction in 2022).

Arroyo Gym LED lighting

Lighting the Way

Facilities Services received Strategic Initiative funding in 2018-19 for a project that would bring lighting to campus recreational fields. Originally planned as a lighting project for the Potrero recreational fields, the project was shifted to the North Fields based on input for campus collaborators. The North Fields are used more and have a greater capacity for generating revenue from outside groups.

The project supported the Capacity and Sustainability strategic initiative, with the goals of increasing the hours of usability after dark, growing formal and informal utilization by students, and enlarging the campus recreation capacity for revenue generating opportunities through use by outside groups.

Four mobile light fixtures were placed around the North Playfields in September 2019 and subsequently rearranged to ensure optimal lighting on the field.

Financial Services

23C

Implemented 23C system-wide procurement strategy, emphasizing collaboration across CSU campuses and aggregating spend.

E-APPROVALS

Implemented a new electronic invoice approval workflow, enabling approvals in a largely remote environment

STAFF ALIGNMENT

Realigned functions through evaluation of system ownership between Financial Services and Budget & Planning

Electronic Invoice Approval Improvements

The Fiscal Services team implemented the electronic invoice approval process in late March 2020. The change in operation not only enabled approvals in a new virtual environment brought about by COVID-19, but is estimated to have saved 15 hours per week and $10,140 annually.

Reshaping the Financial Services Organization

The Financial Services Management team remained committed and focused to hiring and retaining a talented and diverse staff in FY2019-20. Despite the additional challenges of the COVID -19 pandemic and supporting the Campus Community to a virtual environment and the implementation of $9.1 million CARES funding with no additional resources this team responded with resilience to support our students while each area working together to remained committed to improving the overall climate and providing an environment of open communication. A summary of efforts to support this strategic initiative below:

- Accountant I appointed to Grant Analyst
- AP Technician appointed to Buyer I
- Student Account Analyst appointed to System Financial Analyst
- Student Assistant Appointed to Accounting Technician I
- Senior Accountant II appointed to Senior Lead Accountant
- Successful recruitment Part-Time Accountant I
- Successful recruitment of Buyer III
- Retired Annuitant to support short-term Capital Projects
- Reconfiguration of Student Systems Analyst to Accountant II to align support to Student Business Services
- Provide Procurement Team preparation for Certified Supply Chain Professional Certification
- Cashnet Training for Student Business Services Manager to support realignment of the business process
- Cross Training
- Update and Development of Process Guides

Paycheck Distribution

When the campus transitioned to a largely remote work environment in March 2020, the Student Business Services team quickly prepared for and executed a new paycheck distribution process that allowed for drive-thru pickup by employees. SBS partnered with groups across campus to make this process change on short notice. Thanks to a subsequent state policy change, SBS was able to begin mailing paychecks to those employees still receiving physical checks. In addition, all staff can now view their pay stub and W-2 information online through Cal Employee Connect (CEC).

Paycheck drive-thru

Top Saver

The Procurement team reported an annual savings of $1,213,000 in FY2019-20, earning a spot in the CSU's Top CSU Savers Million Dollar Club. These savings were realized through the use of a competitive bid process.

Information Technology Services

DISTRIBUTING

Distributed roughly 225 laptops and iPads to faculty and staff for remote work beginning in March 2020

SECURING

Completed deployment of DUO multi-factor authentication technology for additional security of CI logins

ENABLING

Accelerated use of Adobe Sign to convert paper documents to online documents for continued operation in remote environment

Phoning Home
In response to the large-scale shift to remote work in the spring of 2020, the ITS team extended the University's phone system to allow for the use of business phones from home and accelerated an upgrade of the phone system to remove the need to use VPN, reducing demand on home networks and improving the quality of calls.

Laptops ready for staff distribution
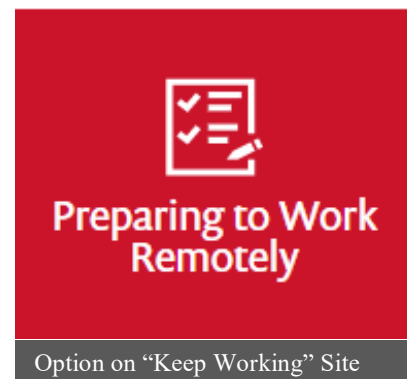
Microsoft Teams Rollout

As the campus moved to a more remote working and learning environment in the spring of 2020, the ITS helped campus with the rollout and adoption of critical tools, like Microsoft Teams. Microsoft Teams (MS Teams) is a unified communication and collaboration platform that combines workplace chat, video meetings, file storage (including collaboration on files), and integration with Office 365 services. MS Teams is a great tool for working remotely, and it was already available to all CSUCI faculty and staff for free.

ITS created training sessions to support adoption of MS Teams, and within a period of six weeks, the user base on campus grew from 50 to over 600. ITS subsequently added a phone bridge license, further expanding the capabilities of MS Teams by allowing people to dial into a Teams meeting using a regular phone.

Improved Ordering Process

ITS improved the computer ordering process by providing a new "Request a Quote" service. Previously, the process for requesting a quote on a computer, printer, or other IT hardware was conduced over email. Under the new "Request a Quote" service, users can now make requests for quotes and track responses to their request through the ITS ticketing system. Quotes are provided from approved vendors, and users are notified via email as soon as the vendor quote is sent by the vendor.

57 tickets in total have been submitted using this new service. ITS has also added a complementary web page to help users find commonly needed cables and adapter, which are often forgotten but necessary to integrate with peripheral devices.

New Sites Set

The ITS team helped campus communication efforts with development of a number of new websites in FY2019-20. In response to the COVID-19 pandemic, the team established the "Keep Teaching," "Keep Learning," and "Keep Working" websites in collaboration with Communications & Marketing and Teaching and Learning Innovations. These new sites provide a central location for faculty, students and staff to help with learning and working remotely. In addition, ITS worked with Student Affairs to develop and launch "The Island" website, a site intended to provide resources students need to stay connected and engaged with the campus and their classmates during a time of "physical distancing." The team also helped launch a new public-facing campus events calendar with improved interactivity, and new or redesigned sites for 11 campus organizations.

Option on "Keep Working" Site

Public Safety

REORGANIZING

Conducted comprehensive police department reorganization and realignment of resources, transitioning Transportation & Parking director position into police lieutenant position

COLLABORATING

Collaborated effectively with Ventura County Transportation Commission to leverage federal funding and reduce CSUCI's FY20-21 transit expenditures from $600k to zero

PROTECTING

Developed a TMDL implementation program plan to limit the campus' stormwater discharges into Calleguas Creek

TMDL Implementation Program

In FY19-20, the Environmental Health & Safety team worked closely with Facilities Services and a consultant to develop a Total Maximum Daily Loads (TMDL) implementation program plan that identifies currently-used and planned best management practices to attain applicable stormwater discharge limits.

Chief Michael Morris signing the pledge on 21st Century Policing

Increasing Transparency

Throughout Fiscal Year 2019-20, the police department made considerable progress increasing community outreach and communication through the use of social media. Following the tragic death of George Floyd at the hands of Minneapolis police officers and the nationwide civil unrest that followed, the University Police Department launched a series of social media posts to share its outrage and communicate its values. The Department's intention with this campaign was to promote transparency and restore community trust in police. The Police Department also joined the 22 other CSU campuses in a pledge to change use-of-force policies and to follow the public safety recommendations made by President Obama's Task Force on 21st Century Policing.

Over the course of the year, the police department increased its number of followers of each of its social media accounts including Instagram (37% increase), Twitter (11% increase) and Facebook (40% increase).

Impact of COVID-19 on TPS

The COVID-19 pandemic had a drastic impact on the funding for parking and transportation programming in FY2019-20. In March and April of 2020, Transportation and Parking Services (TPS) issued in excess of $100,000 in parking permit refunds, and future parking permit revenues into FY2020-21 are expected to be extremely limited. When the University transitioned to a fully virtual academic environment in March, TPS made immediate adjustments to the intercity bus schedule, thereby saving approximately $10,000 in costs through the remainder of the fiscal year. Unfortunately, due to the reduction in revenue and service needs, two part-time employee positions were eliminated and two additional positions that were vacant have not been backfilled.

Security Assessment

Following a series of tragic incidents during the fall 2018 semester, the police department led a comprehensive security assessment of the campus' facilities, which yielded a project proposal for improvements related to door locks, security cameras, loudspeakers, and digital message boards throughout campus. In FY2019-20, the UPD oversaw the completion of the first phase of the project, which included the installation of additional security cameras and the upgrading of interior door locks.

Pink patches worn in October

Pink Patch

Each October, UPD officers wear pink shoulder patches to help raise awareness about breast cancer and the department operates a fundraising campaign to support scholarships for students affected by breast cancer. The department has raised over $2800 in the first two years of the program.

Vice President's Office

EXPANDING ESIGN

Helped manage transition of electronic signature providers for expanded campus access and utilized new platform for VP signatures in remote environment

COVID CHANGES

Oversaw operational changes as a result of COVID-19 pandemic, helping ensure safety of campus and open communication during ever-changing time

POWER ON

Helped secure continued revenue from CI Power plant through new contract with the California Independent System Operator (CAISO)

Customer Satisfaction Survey

The Vice President's Office led the division effort to gather feedback from faculty and staff on services provided by the division. The first half of the division's customer satisfaction survey covering services provided by Facilities Services, Financial Services, Information Technology Services and Public Safety was conducted in spring 2020. Results can be found on the BFA website.

BFA Leadership

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Channel Islands
CALIFORNIA STATE UNIVERSITY

CSUCI 2018-2023 Strategic Initiatives
1. Educational Excellence
2. Student Success
3. Inclusive Excellence
4. Capacity and Sustainability

Business & Financial Affairs Strategy Map 2018

Mission	Vision
We transform the delivery of quality services to support the campus through continuous improvement	We are the recognized leader for the delivery of outstanding services

Values: Teamwork • Diversity • Integrity • Respect • Excellence • Collaboration • Fun

Value to Our Customers

Provide responsive service that is quantitative and reflects value	Facilitate innovative and sustainable solutions to solve complex problems	Ensure the safety of our community

BFA Goals

Improve Operational Excellence	Attract and Retain a Diverse and Talented Staff	Enhance Resources and Diversify Revenue Streams	Enrich Communication
• Improve customer service • Support growth • Share expertise and services • Collaborate with partners to achieve operational excellence	• Support inclusive excellence • Create operations manuals • Offer robust development opportunities • Community building • Support succession planning	• Improve and document business processes • Implement on-line, web-based, self-service solutions • Improve reporting • Foster entrepreneurship	• Improve websites • Increase the variety of communication tools • Actively listen to customers as a driver to improve