Please use evidence-based data including year-end financial reports and historical data for comparison.

1. Describe how resources are aligned with the campus strategic plan, which includes Engagement, Service, and the Public Good; Welcoming and Inclusive Campus; Student Success; and Academic Distinction.

The Division of Administration and Finance strategically manages the University’s broad portfolio of financial, administrative, and business support services to ensure that the Cal State LA campus runs efficiently and effectively. Administration and Finance advances the University’s mission and strategic initiatives through sound financial planning and management, enriching and nurturing a student-centric environment through impactful student services and campus programs, cultivating entrepreneurial/enterprising business opportunities, promoting excellence through innovative human resource and workplace effectiveness programs to meet changing workforce, safeguarding and protecting our campus community, promoting environmental sustainability, and preserving and building 21st century infrastructure through administration of university facilities design and construction.

In fiscal year 2017-18, over 74 percent of the division’s total expenditures were spent on salaries, wages and benefits while more than 16 percent and 10 percent were spent on utilities and operating expenses, respectively. We build partnerships with the University community in support of student learning and to assist them in their successes.

Financial, Planning and Management:

A successful institution relies on its financial sustainability, and that is the core function of Financial Services. Its role within Administration and Finance is to cultivate a positive environment that fosters the success of our students, faculty, staff and the university through sound financial, budget and business functions. Financial Services includes: Business Financial Services (BFS), Student Financial Services (SFS), Budget, and Procurement & Contracts. The Budget Office ensures the university’s financial sustainability, budget oversight, and financial transparency. BFS ensures that campus expenditures are compliant with regulations and continues to achieve clean financial and operational audits. SFS provides a welcoming and inclusive environment to students at the Cashier’s Office and One Card Office. Procurement & Contracts is committed to the public good with the
emphasis of utilizing Disabled Veteran Business Enterprises and small business programs. These areas foster student success through the student assistant program. We strive to provide efficient and effective financial management and services to the University.

Support Services:

Administrative Technology is the technology backbone of the Administration and Finance division. It provides the technology support including computer systems, web maintenance, hardware installation and applications to the division; including, Athletics, University Advancement, University Auxiliary Services, Associated Students, Inc. (ASI) and University-Student Union. Administrative Technology provides technical support and liaison to the upgrade implementation of the Student Financial Systems, the Financial Data Warehouse, the Common Financial System and the Common Human Resource System projects.

Infrastructure Planning/Facilities Administration:

Facilities, Planning, Design and Construction supports the campus strategic plan through providing the infrastructure, facilities, and state of the art physical spaces that promote opportunities for community collaboration. This department’s pivotal mission is to design and construct new architecture throughout the University to promote a place where partnerships happen and strengthen, and spaces where learning inspires ideas and can foster and thrive. This subdivision supports the student success initiative through the space management program to align scheduling and availability of classrooms. We promote green energy and sustainability for the public good by converting to electric-powered grounds equipment and reducing our carbon footprint through campus. Facilities Services also provides a safe, clean, comfortable, inviting, and engaging campus environment that supports academic excellence by maintaining clean classroom, sanitized restrooms and manicured landscaping.

University Safeguard and Protection:

In fostering the welcoming and inclusive campus, Public Safety and Risk Management and Environmental, Health & Safety provide the safest possible environment for the students, faculty, staff and visitors to the campus. These units participate in the CARE Team and Dream Team to help with the reduction of student anxiety in the current political climate; we also collaborate with Student Life to provide R.A.D. (Rape Aggression Defense) program to students and staff; we collaborate with members of the Criminal Justice faculty in conducting a research paper on “Field Show-ups” grants. We collaborate and engage with campus community in the following committees: Risk Management and Safety Committee; The Laboratory Safety Committee; The Radiation Safety Committee. We provide the campus community with data-informed, collaborative and transparency in addressing and problem-solving safety concerns. We developed and implemented insurance programs to minimize campus adverse financial exposure.

Human Resource and Workplace Effectiveness:

Since human resources are critical assets for achieving the University’s strategic plan goals, Human Resources Management (HRM) works to ensure that each phase of employment from the on-boarding process through retirement is handled appropriately. Our services include: recruiting, conducting new-hire orientation, ensuring appropriate workers’ compensation treatment, providing EAP services for employees and their family, coordinating advocates for victims of sexual assault, and ensuring students, staff and faculty are paid timely and accurately.

The Division of Administration and Finance delivers services in a manner that are aligned with the University’s strategic plan and that applies principles of service, integrity and success. Overall, the Division continues to maintain its strong commitment to service, distinction and success of our students, faculty, staff and the University.
2. **Provide key performance metrics to measure and sustain success.**

These are some of the metrics that have a common theme to the broad and diverse functions of the division:

- Average process time for requested work
- Safe campus including accident and crime rate
- Sustainability including green energy and zero waste plan
- Customer satisfaction
- Compliance to regulations
- Percentage of departmental applications hosted on a cloud solution
- Participate in Disabled Veteran Business Enterprise and small business program
- Preventive maintenance
- Students enrolled in direct deposit
- Usage of Golden Eagle One Card
- Enrollment in R.A.D. (Rape Aggression Defense) course
- Provide workshops and trainings
- Keep current with professional education in the related fields

3. **Describe program outcomes and results. Identify challenges encountered.**

**Financial, Planning and Management:**

The Financial Services areas continue to demonstrate its deep commitment to service and excellence in their daily operations. Some of the top accomplishments include:

- Successfully met all campus internal/external reporting guidelines. Continued to maintain accurate financial records of the University and Auxiliary Organizations that have resulted in clean audits for sixteen consecutive years. This is an important factor that federal and state agencies use to evaluate the credit worthiness and financial stability of an institution.
- Increased accuracy of our financial reports by successfully strengthening the fund/department combination edit process. In addition, we have increased our efficiency by minimizing errors.
- Facilitated the completion of the Indirect Cost Allocation (IDC) Proposal which is submitted and negotiated with the federal Department of Health and Human Services. In coordination with the University Auxiliary Services, Facilities Planning and Construction, and an external consultant, the completion of the indirect cost proposal involved a great level of detail and complex calculations. By maintaining a systematic and rational calculation methodology, the campus has been able to negotiate for a higher and/or full F&A (Facilities and Administrative) rate. In addition, a higher cost recovery for the campus creates more educational and research opportunities for our students.
- Per Chancellor’s Office instruction, implemented Cost Recovery to CSU Fund 485 in current fiscal year, established procedures and processes related to the transition of the cost recovery fund to general operating fund. The final implementation date is June 30, 2019.
- Provided workshops on travel and tax compliance, Oracle-Hyperion, and budgetary processes to the campus community to strengthen their financial knowledge and provide them the “tool kit” for success. Additionally, the Business Writing workshop provided an invaluable experience towards enhancing and promoting a professional work environment.
- Improved web presence to expand our ability to share information to our constituents allowing them to make better decisions.
- Continuously supported student learning and development through student assistant employment opportunities. We provided our students work experience, skill development, training, and professional development as an extension of their academic learning, which assist in preparing them for professional work upon their graduation.
• Established and implemented campus accounting and reporting processes related to Capital Projects, including updating maintenance and repair object codes.
• Monthly recap and status meeting with auxiliary organizations to address outstanding issues to improve communication and identify issues timely.
• Partnered with University Auxiliary Services to automate payment between the University and UAS for catering.
• Assisted University Advancement to comply with the annual university Philanthropic reporting to the Chancellor’s Office.
• Coordinated with external investment management to complete the annual NACUBO Common fund Study of Endowments.
• Collaborated with various departments to maintain financial data integrity.
• For the 10th consecutive year, met the Small Business/Disabled Veteran-Owned Business (SBE/DVBE) Chancellor’s Office targets. This shows our high level of accountability in meeting regulatory compliance.
• Implemented the new Student Involvement Representation Fee (SIRF) electronic reporting process in PeopleSoft.
• Implemented the Com-Gen function in PeopleSoft SA to generate billing letters.
• Developed a new campus budget resource guide that provides budget overview, comparative budget data, budget oversight information, and key budgetary concerns to the campus community. The guide enhances transparency and gives important information for decision making purposes.
• Represented Cal State Los Angeles on the CSU system-wide budget committee on oversight development, providing knowledge, best practices, and recommendations on policy and procedure formulation.
• Presented at CSU Business Conference as subject matter expert on budget control and budget policy.
• Led the development of a new campus Budget Oversight Policy that will be implemented later this year.
• Continue to successfully integrate the University’s New All Funds Budget Model that emphasizes support Essential Operations, Strategic Priorities, and Performance Assessments throughout the University. The overarching goal is to align the budgets with strategic initiatives, enhance transparency, and improve accountability.
• Implemented DocuSign to streamline approval process for budget system access and various other forms.
• Pushed boundaries to highlight Cal State LA’s transformative budget and finance initiatives, such as the budget model redesign and budget system implementation at the various nationwide higher education conferences such as the 2018 CSU Business Conference, as well as workshops. We believe that such openness about our budget and finance process will help other higher education institutions gain practical knowledge about our experience.
• Successfully completed the reverse auction to refresh the MFD’S for print and copier fleet programs.

The graph below highlights the percentage increase of the services provided by Procurement and Contracts area compares to prior fiscal year.
The total PCard spending has increased over five percent to $3,784,717; the incoming mails & packages are 357,651, five percent higher than previous year; the intercampus mail volume are 184,246, thirteen percent higher than last year; the University saved 25 percent per braille and directional signage reproduced by Reprographics.

**Support Services:**

During fiscal year 2017-18, Administrative Technology continues to provide the technical support to the division with credit card payments, Hyperion Planning and Budget Cloud System, FacilitiesLink.

We are active participants of the IT Strategic Planning Committee and Web Management Committee.

We provided technical support and liaison to our users for three Common Management System implementations: the Data Warehouse ad hoc tool, the GET 9.2 upgrade/HR split and the CFS maintenance pack. Due to our due diligence each of these implementation went smoothly.

We worked with the police department to evaluate vendors for body cameras and in car video systems. We coordinated our purchase with the University of California RFP to get more favorable pricing.

We were able to negotiate a lower rate that will save over $25,000 in the next 3 years for University Advancement’s fundraising system.

**Infrastructure Planning/Facilities Administration:**

The PDC department has continuing membership for the American Institute of Architects (AIA), And Construction Manager Certification Institute (CMAA).

The campus five-year capital plan was submitted and accepted for consideration for the 2018-2019 budget year.

In addition to the routine repairs and maintenance, Facilities, Planning, Design and Construction completed the following projects:

- Physical Sciences Seismic Upgrade. The project completed programming and initiated the hazmat and demolition phases and continues with exterior glazing replacement and elevator installations.
- Administration Seismic, Code Analysis. The study is at 95% complete for the review of the existing facility for deficiencies and recommendations for improvement. Initial planning for future use completed. The information developed from early data was submitted in the 2018-2019 Capital Outlay.
• State Playhouse Seismic. Completed the construction for the retrofit work required to complete the upgrades.
• Music Building Chilled Water Repair. Completed the replacement of deficient chilled water piping.
• Track and Field Replacement. By June 2017, the project was successfully designed and bid and ready for start of construction following graduation. The project met an early deliverable for the field by August 2.
• The success of this project hinged on the choice of best delivery method and facilitating the service providers so that information was available and decisions quickly implemented.
• Parking Structure E. The project completed design and permitting with construction starting in March 2018 for completion in Fall 2019.
• LAFC Training Center. For this P3 project creating an on campus location for the Los Angeles Football Club Training Facility, all milestone activities were reached and the project succeeded in completing in April 2018.
• Rongxiang Xu Bioscience Innovation Center. Construction started in the Fall 2017 with completion scheduled in December 2018.
• Implemented a new work request methods through online “I-Service” to give users the ability to review and monitor the status of their work requests and project requests.
• Utilized and trained Facilities Services staff with new technologies for tracking both labor hours and materials in the field, at the time the work is completed.
• Continue our weekly building inspections.
• Completed the phrase 1 of the bottle filling stations installation and continue with phrase 2 to provide the bottle filling stations throughout campus buildings.
• Replaced King Hall B Wing and Lettuce Halls Roof.
• Replace boilers for Theatre and Engineer & Technology buildings.
• Installed campuswide bollard needs.
• Replaced elevators for Music building.
• Installed in-line filters to campus drinking fountains.
• Renovated Gymnasium bleachers, lightings and HVAC controls upgrade.
• Replaced deteriorated expansion joint and cover plater in Parking Structure B.
• Installed new gutter system and new sloped Tremco roof in Theater.

University Safeguard and Protection:
Cal State LA’s UPD was recognized for the second year in a row, as one of the Top 100 Safest Campuses in the nation out of over 2,000 campuses. This was accomplished by working with our diverse communities to reduce the fear of crime on campus. Recent political events have caused concerns within segments of our campus community, but by working with the various community and student groups, we have not only reduced crime but have assisted in the creation of a more tolerant and inclusive campus community. During the calendar year 2017, our strategies resulted in a 21% reduction in Part 1 crimes, a 6% reduction in Part II Crimes and an overall 10% reduction in total crime for the year.
• Cal State Los Angeles being rated as the 60th Safest Campus in the nation (out of over 2,000 campuses) for second year in a row.
• CY 2017 overall Crime Reduction by 10% over the previous year (21% over last two years).
• Increased campus involvement in Student Affairs and CARE team, resulting in a safer climate and less fear of crime on campus.
• Graduating over 30% of our Student Assistants for two consecutive years.
• Increased enrollment in RAD courses offered by the Department.
• Prevention of Abuse to Minors on-campus workshop attended by key campus organizations that works with minors. Participants reported positive responses from the information provided to mitigate potential risks associated with minors in their respective programs.
• 10% increase in the number of temporary food permits issued from the previous year.
• Training attendance remains on rise for campus community exceeding all prior years.
• Over 200% increase in the number of ergonomics assessment from the prior year.

**Human Resource and Workplace Effectiveness:**

This last fiscal year, we processed approximately 430 fee waivers, reviewed over 350 position descriptions, coordinated 140 leaves of absences, processed pay for all faculty, staff and student employees, processed approximately 800 new hire appointments in PeopleSoft, completed over 9,700 entries into PeopleSoft, addressed 65 workers’ compensation claims, and conducted over 300 recruitments.
The mandated reporting responsibilities for Human Resources Management continue to increase. The Chancellor’s Office implemented a new requirement for tracking MPP positions, including implementing a review process, and a change in how CANRA designations are identified, along with additional requirements for postings and position descriptions.

The new compliance mandates required the roll out of new training, fostering and strengthening the team of advocates.

Critical staffing shortage is one of our main challenges in the division of Administration and Finance in order to be able to meet the ever increasing demands for services stemming from the current political climate, enrollment growth, aging facilities infrastructure, changing technologies, and changes in employment laws and regulations. The allotted general fund requires gap analysis. The limited operating fund creates challenges across the various departments.