

Dalton State College

Detailed Assessment Report 2015-2016 Business Services

As of: 11/01/2016 12:40 PM EDT

(Includes those Action Plans with Budget Amounts marked *One-Time, Recurring, No Request*.)

Mission / Purpose

The Business Services mission is to maintain the latest state-of-the-art financial and business systems designed to adhere to all required regulations and support the needs of the institution, students and other customers in the areas of student accounts, receivables, procurement, disbursements, reporting, asset management, and grant billing and reimbursement.

Goals

G 1: Fiscal Services

Provide high quality fiscal services in an efficient and effective manner to students, vendors, external customers and staff at the college by ensuring timely and accurate reporting, as well as, payment of all obligations.

G 2: Collection and Cashiering Services

Provide the service needed for both receipting cash, as well as, collection of past due accounts due to the college.

G 3: Property Records

Accurately record and maintain property records of the college's assets.

G 4: Budget Development

Facilitate a quality budget process that meets both internal and external requirements with the ultimate goal of improving College-wide decision making.

G 5: Auxiliary Services - Oversight and Direction

Provide oversight and direction of Auxiliary Services and ensure these services are self supporting and only use resources dedicated and funded through Auxiliary Services.

G 6: Compliance with Federal and State Laws

Ensure compliance with all federal, state and local requirements, including accounting principles and best practices.

Objectives, with Any Associations and Related Measures, Targets, Findings, and Action Plans

Obj. 1: Monitor and assist in day-to-day operations

The division will monitor and assist in day-to-day business operations by maintaining internal controls, such as the travel expense process, petty cash approval process and budget reporting, to monitor the business and financial functions of the college.

Relevant Associations:

Standard Associations

SACSCOC 2012* Principles of Accreditation

3.3.1.2 administrative support services

3.10.1 The institution's recent financial history demonstrates financial stability. (Financial stability)

3.10.3 The institution exercises appropriate control over all its financial resources. (Control of finances)

3.10.4 The institution maintains financial control over externally funded or sponsored research and programs. (Control of sponsored research/external funds)

Institutional Mission Associations

7 Dalton State continues to improve in all aspects of its operations through the use of inclusive, participatory planning and meaningful assessment.

Strategic Plan Associations

Dalton State College

1.3.2 Develop joint service-learning opportunities between academic affairs and student services.

1.3.3 Provide adequate facilities for campus life activities and services.

1.3.4 Enhance programming resources and support programs that reflect our diverse population.

3.6 Goal VI: Increase efficiency, working as a System.

Related Measures

M 1: Annual Audit Review

An annual audit is conducted by the Georgia Department of Audits and Accounts, in which a number of items are reviewed to determine compliance with state regulations. This review includes financial records, travel reimbursements, etc. An annual report is published by the audit staff and given to the institution.

Source of Evidence: Government standards

Target:

There will be no findings related to day-to-day operations within the Office of Business Services.

Finding (2015-2016) - Target: Met

During August 2015, the State Audit Department performed an agreed upon procedures audit of Dalton State's fiscal year 2015 financial records. The audit resulted in no findings or recommendations from the audit department.

Related Action Plans (by Established cycle, then alpha):

Continue to maintain operations

Established in Cycle: 2012-2013

The office will continue to maintain operations in compliance with the regulations set forth by both the state of Georgia and th...

Continue to ensure that the financial records are accurate and in compliance

Established in Cycle: 2015-2016

The Office of Business Services will continue to ensure that the financial records are accurate and in compliance with both Stat...

For full information, see the *Details of Action Plans* section of this report.

M 2: Customer Survey - Faculty/Staff

Every two years a detailed faculty and staff satisfaction survey of the services provided by the Office of Business Services will be conducted.

Source of Evidence: Client satisfaction survey (student, faculty)

Target:

To establish a benchmark of faculty and staff satisfaction of the day-to-day operations provided by the Office of Business Services.

Finding (2015-2016) - Target: Partially Met

Based on the results of the 2016 survey, for those faculty and staff that responded to the survey it was agreed that the overall performance of the Bursar's office was "excellent" or "good": Bursar's Office - 79%. Based on the results of the 2016 survey, for those faculty and staff that responded to the survey it was agreed that the overall performance of the Auxiliary Services was "excellent" or "good": Auxiliary Services - 52%. Based on the results of the 2016 survey, for those faculty and staff that responded to the survey it was agreed that the overall performance of the Office of Accounting and Budget was "excellent" or "good": Accounting and Budget - 79%. Based on the results of the 2016 survey, for those faculty and staff that responded to the survey it was agreed that the overall performance of the Office of Payroll was "excellent" or "good": Office of Payroll - 91%.

Related Action Plans (by Established cycle, then alpha):

Improve Services in Auxiliary Services

Established in Cycle: 2012-2013

Determine what factors lead to the dissatisfaction of customer in auxiliary services? What areas of auxiliary services were c...

Response time to inquiries will be established and monitored

Established in Cycle: 2015-2016

The weakness was in the area of Auxiliary Services where there were numerous complaints regarding the lack of communication from...

For full information, see the *Details of Action Plans* section of this report.

M 3: Customer Survey - Students

Graduating students are asked to complete a graduating student satisfaction survey which will measure their satisfaction of services provided by the Office of Business Services.

Source of Evidence: Client satisfaction survey (student, faculty)

Target:

80% of students will be satisfied or very satisfied with the services provided by the Office of Business of Services.

Finding (2015-2016) - Target: Not Reported This Cycle

There is no information for this finding available at this time.

Related Action Plans (by Established cycle, then alpha):

Improve services provided by dining vendor

Established in Cycle: 2012-2013

The office of Auxiliary Services will meet to discuss the survey with the current food service provided for the college. During...

The Office of Business Services will work with the Office of Institutional Research to retrieve this information in future years

Established in Cycle: 2015-2016

The Office of Business Services will work with the Office of Institutional Research to retrieve this information in future years...

For full information, see the *Details of Action Plans* section of this report.

Obj. 2: Collection and Cashiering

The Division will continually monitor the amount of receivables the college will carry on its financial records in order to meet yearly budget projections.

Relevant Associations:

Standard Associations

SACSCOC 2012* Principles of Accreditation

3.3.1.2 administrative support services

3.10.1 The institution's recent financial history demonstrates financial stability. (Financial stability)

3.10.3 The institution exercises appropriate control over all its financial resources. (Control of finances)

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Related Measures

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Source of Evidence: Government standards

Target:

There will be no findings related to collections and cashing within the Office of Business Services.

Related Action Plans (by Established cycle, then alpha):

Continue to maintain Efficient Operations

Established in Cycle: 2012-2013

The office will continue to maintain operations in compliance with the regulations set forth by both the state of Georgia and th...

For full information, see the *Details of Action Plans* section of this report.

M 3: Customer Survey - Students

Graduating students are asked to complete a graduating student satisfaction survey which will measure their satisfaction of services provided by the Office of Business Services.

Source of Evidence: Client satisfaction survey (student, faculty)

Target:

80% of students will be satisfied or very satisfied with the services provided by the Office of Business of Services.

Related Action Plans (by Established cycle, then alpha):

Add additional payment options

Established in Cycle: 2012-2013

The office will research of possibly of adding additional payment types such as VISA which is currently not accepted by the co...

For full information, see the *Details of Action Plans* section of this report.

Obj. 3: Annual review of Physical Resources

The division will review and verify on an annual basis the value of physical assets which the college has recorded on its financial records in the PeopleSoft financial system.

Relevant Associations:

Standard Associations

SACSCOC 2012* Principles of Accreditation

- 3.3.1.2 administrative support services
- 3.10.1 The institution's recent financial history demonstrates financial stability. (Financial stability)
- 3.10.3 The institution exercises appropriate control over all its financial resources. (Control of finances)
- 3.10.4 The institution maintains financial control over externally funded or sponsored research and programs. (Control of sponsored research/external funds)
- 3.11.1 The institution exercises appropriate control over all its physical resources. (Control of physical resources)

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Related Measures

M 1: Annual Audit Review

An annual audit is conducted by the Georgia Department of Audits and Accounts, in which a number of items are reviewed to determine compliance with state regulations. This review includes financial records, travel reimbursements, etc. An annual report is published by the audit staff and given to the institution.

Source of Evidence: Government standards

Target:

There will be no findings related to the value of the college's physical resources.

Obj. 4: Budget Development

The division will evaluate the current operating budget, projected revenues, new funding requests, and budgetary allocations for all campus operations.

Relevant Associations:

Standard Associations

SACSCOC 2012* Principles of Accreditation

- 3.3.1.2 administrative support services
- 3.10.1 The institution's recent financial history demonstrates financial stability. (Financial stability)
- 3.10.3 The institution exercises appropriate control over all its financial resources. (Control of finances)
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Related Measures

M 2: Customer Survey - Faculty/Staff

Every two years a detailed faculty and staff satisfaction survey of the services provided by the Office of Business Services will be conducted.

Source of Evidence: Client satisfaction survey (student, faculty)

Target:

To establish a benchmark of faculty and staff satisfaction of the budget development process provided by the Office of Business Services.

Related Action Plans (by Established cycle, then alpha):

Continue to maintain satisfactory level of service

Established in Cycle: 2012-2013

Based on the results of the customer service survey, the office is conducting business in a manner that is satisfactory to facul...

For full information, see the *Details of Action Plans* section of this report.

M 4: Budget Status Report

The Budget Status Report helps the college to determine whether the college is operating over/under its projected budget for the fiscal year.

Source of Evidence: Government standards

Target:

The report shows that the college is under its annual budget.

Finding (2015-2016) - Target: Met

During fiscal year 2015, the college maintained a very conservative budget approach. At the end of the fiscal year, the college was able to meet all of its financial obligations while also reserving nearly the maximum amount of tuition in fund 10500 which is 3% of total tuition revenue. The college also managed to have additional reserves at year end of roughly \$120,000 in Auxiliary Services, Technology fees, Student Activity fees and Indirect funds.

Related Action Plans (by Established cycle, then alpha):

Continue to maintain a conservative approach to fiscal planning

Established in Cycle: 2012-2013

Continue to maintain a conservative approach to fiscal planning.

Continue to maintain a very conservative budgetary approach

Established in Cycle: 2015-2016

The institution will continue to maintain a very conservative budgetary approach in the upcoming years.

For full information, see the *Details of Action Plans* section of this report.

Obj. 5: Monitoring of Auxiliary Services

The division will continually monitor and review the overall budget and expenses of Auxiliary Services to ensure both funds and resources are appropriate, as well as, adequate.

Relevant Associations:

Standard Associations

SACSCOC 2012* Principles of Accreditation

- 3.3.1.2 administrative support services
- 3.10.1 The institution's recent financial history demonstrates financial stability. (Financial stability)
- 3.10.3 The institution exercises appropriate control over all its financial resources. (Control of finances)
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Related Measures

M 5: Profit/Loss Report

The Division reviews and monitors on a monthly basis the Profit and Loss Report to determine the revenue and expenses related to Auxiliary Services.

Source of Evidence: Government standards

Target:

Expenses will not exceed revenue in all twelve monthly reports.

Finding (2015-2016) - Target: Met

During fiscal year 2015, the college maintained a very conservative budget approach. At the end of the fiscal year, the college managed to have additional reserves (revenue exceeded expenses) at year end of over \$117,500 in Auxiliary Services. Auxiliary Services consist on the following areas: Housing, Food Services, Bookstore, Athletics, Vending, Campus Card, Parking and Transportation.

Related Action Plans (by Established cycle, then alpha):

Maintain a conservative approach to fiscal planning and budgeting

Established in Cycle: 2012-2013

Maintain a conservative approach to fiscal planning and budgeting.

Improve the operations of both food service and athletics

Established in Cycle: 2015-2016

The institution will work to improve the operations of both food service and athletics to ensure that neither operation has expe...

For full information, see the *Details of Action Plans* section of this report.

Obj. 6: Compliance

To ensure all operations comply with federal, state, local, USG and institutional requirements through the use of multiple training opportunities and continuous oversight.

Relevant Associations:

Standard Associations

SACSCOC 2012* Principles of Accreditation

3.3.1.2 administrative support services

3.10.1 The institution's recent financial history demonstrates financial stability. (Financial stability)

3.10.2 The institution audits financial aid programs as required by federal and state regulations. (Financial aid audits)

3.10.3 The institution exercises appropriate control over all its financial resources. (Control of finances)

3.10.4 The institution maintains financial control over externally funded or sponsored research and programs. (Control of sponsored research/external funds)

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Related Measures

M 1: Annual Audit Review

An annual audit is conducted by the Georgia Department of Audits and Accounts, in which a number of items are reviewed to determine compliance with state regulations. This review includes financial records, travel reimbursements, etc. An annual report is published by the audit staff and given to the institution.

Source of Evidence: Government standards

Target:

There will be no findings within the Office of Business Services.

Details of Action Plans for This Cycle (by Established cycle, then alpha)

Add additional payment options

The office will research of possibly of adding additional payment types such as VISA which is currently not accepted by the college as a payment option.

Established in Cycle: 2012-2013

Implementation Status: Planned

Priority: High

Relationships (Measure | Outcome/Objective):

Measure: Customer Survey - Students | **Outcome/Objective:** Collection and Cashiering

Responsible Person/Group: Bursar

Continue to maintain a conservative approach to fiscal planning

Continue to maintain a conservative approach to fiscal planning.

Established in Cycle: 2012-2013

Implementation Status: Planned

Priority: High

Relationships (Measure | Outcome/Objective):

Measure: Budget Status Report | **Outcome/Objective:** Budget Development

Responsible Person/Group: Assistant Vice President for Fiscal Affairs

Continue to maintain Efficient Operations

The office will continue to maintain operations in compliance with the regulations set forth by both the state of Georgia and the Board of Regents for the University System of Georgia. To continue to improve efficiency and accurate reporting, the Office of the Bursar will develop and implement a secret code which will allow the office to meet FERPA requirements while also meeting the need to discuss student information via the telephone.

Established in Cycle: 2012-2013

Implementation Status: Planned

Priority: High

Relationships (Measure | Outcome/Objective):

Measure: Annual Audit Review | **Outcome/Objective:** Collection and Cashiering

Responsible Person/Group: Bursar

Continue to maintain operations

The office will continue to maintain operations in compliance with the regulations set forth by both the state of Georgia and the Board of Regents for the University System of Georgia. To continue to improve efficiency and accurate reporting, the Office of Accounting and Budget will begin a review of all college assets to ensure that the value of each asset is properly recorded in the financial system.

Established in Cycle: 2012-2013

Implementation Status: Planned

Priority: High

Relationships (Measure | Outcome/Objective):

Measure: Annual Audit Review | **Outcome/Objective:** Monitor and assist in day-to-day operations

Responsible Person/Group: Assistant Director of Accounting

Continue to maintain satisfactory level of service

Based on the results of the customer service survey, the office is conducting business in a manner that is satisfactory to faculty and staff. The office will continue to provide a high level of services to the campus community. The office will also work to improve the transparency of the overall budget process so that more members of the campus community are included.

Established in Cycle: 2012-2013

Implementation Status: Planned

Priority: High

Relationships (Measure | Outcome/Objective):

Measure: Customer Survey - Faculty/Staff | **Outcome/Objective:** Budget Development

Responsible Person/Group: Assistant Vice President for Fiscal Affairs

Improve Services in Auxiliary Services

Determine what factors lead to the dissatisfaction of customer in auxiliary services? What areas of auxiliary services were customers most dissatisfied with? Based on these findings the necessary changes will be made to improve services.

Established in Cycle: 2012-2013

Implementation Status: Planned

Priority: High

Relationships (Measure | Outcome/Objective):

Measure: Customer Survey - Faculty/Staff | **Outcome/Objective:** Monitor and assist in day-to-day operations

Responsible Person/Group: Director of Auxiliary Services

Improve services provided by dining vendor

The office of Auxiliary Services will meet to discuss the survey with the current food service provided for the college. During the meeting a number of action items will be discuss and implemented by the vendor. If the required changes do not occur the contract with the current vendor will be terminated and a search will be conducted for a new vendor who will improve the quality of food and services for the campus community.

Established in Cycle: 2012-2013

Implementation Status: Planned

Priority: High

Relationships (Measure | Outcome/Objective):

Measure: Customer Survey - Students | **Outcome/Objective:** Monitor and assist in day-to-day operations

Responsible Person/Group: Director of Auxiliary Services.

Maintain a conservative approach to fiscal planning and budgeting

Maintain a conservative approach to fiscal planning and budgeting.

Established in Cycle: 2012-2013

Implementation Status: Planned

Priority: High

Relationships (Measure | Outcome/Objective):

Measure: Profit/Loss Report | **Outcome/Objective:** Monitoring of Auxliairy Services

Responsible Person/Group: Assistant Vice President for Fiscal Affairs

Continue to maintain a high level of excellent with regards to state audits.

The Business Office will continue to maintain a high level of excellent with regards to state audits. Audits resulting in no findings or recommendations will be the goal for future year audits. We will continue to review our policies and procedures to ensure that we are up-to-date with the most current standards and regulations and that our operations run at a high level of efficiency.

Established in Cycle: 2013-2014

Implementation Status: Planned

Priority: High

Implement a new online training program.

During FY2015, Business Services will be implementing a new online training program for all employees. The training program will consist of articles, presentations, videos, group activities and tests that all revolve around improving customer service.

Established in Cycle: 2013-2014

Implementation Status: Planned

Priority: High

Implement a new online training program.

During FY2015, Business Services will be implementing a new online training program for all employees. The training program will consist of articles, presentations, videos, group activities and tests that all revolve around improving customer service.

Established in Cycle: 2013-2014

Implementation Status: Planned

Priority: High

Maintain a conservative approach to fiscal planning and budgeting.

The college will continue to maintain a conservative approach to fiscal planning and budgeting. Auxiliary Services will operate during the year with a primary goal of breaking even on a profit/loss basis across all of its operations.

Established in Cycle: 2013-2014

Implementation Status: Planned

Priority: High

Maintain a conservative budget approach.

Since enrollment has continued to decline at the college over the past several years, the Office of Accounting and Budget will continue to maintain a conservative budget approach until such time that enrollment begins to increase.

Established in Cycle: 2013-2014

Implementation Status: Planned

Priority: High

Continue to ensure that the financial records are accurate and in compliance

The Office of Business Services will continue to ensure that the financial records are accurate and in compliance with both State of Georgia and Board of Regents policies and procedures.

Established in Cycle: 2015-2016

Implementation Status: Planned

Priority: High

Relationships (Measure | Outcome/Objective):

Measure: Annual Audit Review | **Outcome/Objective:** Monitor and assist in day-to-day operations

Continue to maintain a very conservative budgetary approach

The institution will continue to maintain a very conservative budgetary approach in the upcoming years.

Established in Cycle: 2015-2016

Implementation Status: Planned

Priority: High

Relationships (Measure | Outcome/Objective):

Measure: Budget Status Report | **Outcome/Objective:** Budget Development

Improve the operations of both food service and athletics

The institution will work to improve the operations of both food service and athletics to ensure that neither operation has expenses that exceed revenue in the upcoming fiscal year.

Established in Cycle: 2015-2016

Implementation Status: Planned

Priority: High

Relationships (Measure | Outcome/Objective):

Measure: Profit/Loss Report | **Outcome/Objective:** Monitoring of Auxiliary Services

Response time to inquiries will be established and monitored

The weakness was in the area of Auxiliary Services where there were numerous complaints regarding the lack of communication from the department. The department now has new leadership which will work to improve communication across the campus community. Communication training will be provided to all staff within Auxiliary Services. In addition, a response time to inquiries will be established and monitored throughout the year.

Established in Cycle: 2015-2016

Implementation Status: Planned

Priority: High

Relationships (Measure | Outcome/Objective):

Measure: Customer Survey - Faculty/Staff | **Outcome/Objective:** Monitor and assist in day-to-day operations

The Office of Business Services will work with the Office of Institutional Research to retrieve this information in future years

The Office of Business Services will work with the Office of Institutional Research to retrieve this information in future years.

Established in Cycle: 2015-2016

Implementation Status: Planned

Priority: High

Relationships (Measure | Outcome/Objective):

Measure: Customer Survey - Students | **Outcome/Objective:** Monitor and assist in day-to-day operations

Analysis Questions and Analysis Answers

What strengths and weaknesses did your assessment results show? In addition, please describe 2 to 3 significant improvements or continuous improvement measures you'll put in place as a result of your assessment findings.

The Office of Auxiliary Services now had new leadership. This new leadership will work to improve campus relations including communication to all stakeholders. This new leadership will also work to evaluate the entire department and its staff to determine what additional changes may be needed. In addition, they will work with both the leadership within athletics and the contracted vendor in food services to improve the financial situation in both operations. Finally, to improve overall efficiency within the Office of Business Services, the Office of Budget and Payroll has been created and the Office of Purchasing has been moved under the direct supervision of the Assistant Vice President for Fiscal Affairs.