

Using Analytics to Make Improvements in Administration and Finance

Overview of Administration and Finance

Administration and Finance oversees the business, financial, operational, human capital, facilities, technology, safety and security aspects of the college. Over the past few years, the division has been undergoing a transformation to improve organizational and performance effectiveness and alignment to the campus priorities. The initial focus was on building a framework for competency, the next phase will focus on improved planning. This year saw the reorganization of the A&F Office, hiring of an Executive Director of Human Resources, repositioning of the AVP for Administration to the AVP for Campus Operations, hiring of an Events team, transitioning of the EHSRM role into Campus Safety and the launch of the new mobile app, ID Program, Campus Service Center and the Bronco Card programs. The division also worked to support key University initiatives including the ASAP program, payroll interface and cash management and banking improvements and institutional effectiveness initiatives.

Assessment Mechanisms

Administration and Finance has built a comprehensive assessment framework and undergoes various annual and periodic audits, assessments and peer reviews. We are working to catalog this inventory and the resulting improvements.

Administrative Services

The workflow and physical layout of the A&F Office have been reorganized to be more efficient. The most notable workflow change has been the indicator-monitoring program. This initiative demonstrates continuous improvement and collaboration. Over 180 indicators are now tracked monthly, organized by the nine key areas of Administration and Finance: Business, Campus Services, Campus Planning, Environmental Health and Safety, Events, Human Resources, Information Technology, Campus Operation/Facilities, and Public Safety. These indicators were developed and are maintained in a reiterative process, so managers can adjust them to highlight their areas of concern, growth and focus. These indicators are reviewed monthly and provide managers with a key call to action. When the processing for procurement lagged, training was launched for faculty chairs, when the violation remediation showed stagnant process, additional resources and a timeline for improvement were launched, when confirming orders were identified as an area of need, the staff was able to reduce this number by over 50%. A related key accomplishment is development of an automated project tracking system and process. While this is currently centralized, a key goal for FY19 is to decentralize the system and develop goals and objectives that are "SMART": Specific, Measurable, Attainable, and Relevant, as measured by their alignment to our Strategic Goals and Middle States Standards, and Time Bound. These goals and objectives will be supported by clearly defined action items or "METL" Mission Essential Task Lists. This will replace several current tracking mechanisms,

ID Card

The ID Card represents affiliation with the college and provides access to the campus and services. During FY18 the entire process was revamped. The improvements to the card and the process represent a significant collaborative effort. The computer system needed to be reinstalled to support the vision for campus card program. A complete re-carding of the campus was initiated and will continue through the fall. The new physical IDs reflect the new college brand, are PCI Compliant, and have a larger photo and an expiration date to facilitate public safety concerns. A unique feature of the card is that the preferred name can be shown on the front, and the given name on the back, demonstrating our campus commitment to diversity and the individuality of our students. This feature was a last-minute enhancement, and the responsiveness of the staff was amazing. We are promoting requiring all employees wear their ID when on duty; this is good for security and good for the card program. The ID Card is now supported by a mobile ID which is incorporated into the latest version of the Mobile App.

Campus Services

I am particularly proud of the accomplishments related to the reimagining, creation and implementation of a campus service center, launch of the campus card program, and the “Going Mobile” campaign. This project was selected as it required the entire division to work together and change our practices to provide improved service to the campus community. The center provides a seamless transition to the CUNY-wide virtual bookstore while providing a coordinating point for all auxiliary and campus services. The campus service center repositioned existing lines and transitioned the mail and duplicating staff to ensure a cost neutral staffing model for the center while revitalizing an area in need of modernization. The center provides a hub, from a physical and technological perspective, to be more relevant to today’s campus needs. The various initiatives were coordinated under the “Going Mobile” program which included the virtual bookstore, mobile app, virtual tour, mobile ID, and Bronco Account with credit card load capability. Campus Services now coordinates the Bronco Card which can be used for vending, cafeteria, coffee, book vouchers, parking permits, library fines, printing, shipping, and mail and is used for authentication for fuel, Academic Computing and Starfish. This project provides a blueprint for campus redesign and moves the campus to a cashless economy that facilitates compliance with the CUNY cash management policies. A focus for FY19 will be continuing to stabilize and expand the services for the Campus Service Center and to move the program to off-campus providers, possibly implementing a meal program with on and off campus “swipes”. Uber, McDonalds, Key Food, Old Navy and Modell’s have expressed interest in the program. We will also want to improve marketing and communication to highlight discount programs available to students, faculty and staff. Adding locker pick-up and CVS vending are also being explored.

Campus Safety

During FY18, we worked to gain consensus for a staffing plan and agreed to a staffing level of 70-72 total positions supported by a 400+ camera and blue light network. As this is a significant investment in resources over the CUNY model, our goal is to increase the functionality of the staff and broaden the service from emergency response and security to all hazard monitoring, prevention, and readiness. Toward this end, the EHSRM function has been relocated to work collaboratively with public safety to help build these competencies, PS will be taking on a broader role with execution at events, and COOP planning. During FY18, the team collaborated on creation of emergency evacuation floorplans with rally points for each building. This information will be posted on the main level of each building. During FY18, the campus received excellent marks for our water management and our lab monitoring programs and we have a robust violation tracking process. Asbestos abatement will be a key focus for FY19.

Fleet Management and Authorized Driver Program

A key goal is to reduce our carbon footprint by reducing fuel usage and the number of vehicles in our fleet and by moving to electric and improving preventative maintenance. We reduced the fleet by 9 vehicles and purchased one hybrid vehicle during FY18. We are currently working to implement electric vehicles for maintenance and operations functions and are hoping to insource the Shuttle service. During FY18, an authorized driver program was developed, and all employees required or who may be required to drive in performance of their duties are entered in and monitored through the License Event Notification System LENS. A fuel dispensing system was finally installed, culminating a multi-year effort, to improve controls over the vehicle fuel. The system utilizes a two-factor authentication which identifies the driver by their ID Card and the Vehicle by its’ unique keyfob. The quality of the vehicle use logs has improved and with the introduction of the fuel system odometer readings, we will be able to use this data to align our preventative maintenance program and assignment decisions.

Campus Operations

During Fiscal Year 2018, a major focus was on strengthening the management, controls and oversight of campus operations. Custodial services, workorders, asset/inventory management, employee relations, staffing, overtime, trade supplies, fuel, and vehicle use have been chronic concerns. To more consistently and holistically address the issues, the role of the AVP for Administrative Affairs was revamped to the AVP for Campus Operations. This role directly oversees campus operations and more closely aligns the CUNY Auxiliary model with our campus goals. Work in underway on developing Service Level Agreements for each building and custodian operations manual. During FY19, the focus on improving excellence will continue and it is anticipated that the workorder system upgrade will be launched. The pool is almost complete, and the operating permit should be issued

imminently. A campus-wide “big-belly” trash program which will automate calls for trash pick-ups, in response to the frequent trashcan overflow complaints. A key focus on FY19 will be targeting asbestos abatement. We have several areas where environmental issues need to be remedied. A proposed workorder process with a chargeback mechanism for non-routine and emergency initiatives is being developed and I will share with cabinet in October.

Human Resources

The search for a new Executive Director concluded in March of 2018. During FY18, several key initiatives were completed including the new contract implementations, ECP increases, and the payroll interface project. Several technology enhancements were launched including the epaf project, activation of CUNYFirst position management module and use of the e-verify and LENS systems as part of onboarding. Since the arrival of the new ED, the focus has been on employee relations issues. Throughout FY19, work will continue to build on these efforts and consolidate human resources functions across the campus. The headcount allowable will be expanded to include on-campus workstudy and a more robust orientation program is planned.

Business and Professional

We began the year with issues related to payroll processing, account receivables, and bank account reconciliations. To address this, a new timesheet which automated the employees time calculations based on their payroll title, was created, vetted through CUNY Central and released. This has improved payroll processing and timeliness. The account receivables issues prompted creation of the “Balance Team” and meetings with key vendors. Receivables from the cafeteria commissions on sales and catering were chronically late, with an outstanding balance over two years in arrears. Quarterly meetings, close management, and assigning the Events team to coordinate campus catering, has enabled the account balance to significantly improve. We are currently working on resolving building code violations and the failure of the cafeteria to consistently accept the Bronco Card. Related to the bank account reconciliations, the accounting team has reviewed and revised the reports in close concert with CUNY central. The key focus for FY19 will be improved reporting.

Information Technology

The IT team has lead or participated in several initiatives including the website redesign, Starfish implementation, and upgrade to 200 pcs in the library. Information Technology and services represent a key opportunity for our campus redesign. By consolidating the various information and technology support areas, we can improve services and streamline our operation and be better posed to meet the CUNY institutional effectiveness initiatives goals. In addition to consolidating the technology service areas, a revamp of the student technology fee processes is required. A new CISO needs to be recruited and the user roles more clearly defined. I would also like to move the laptop loan program from the library to the campus service center. This will allow us to meet the reserve book security level that the library requested without renovating the library and will enable us to improve security and control over the loaner program. Related to this, we need to consider a lost device fee.