

Santa Rosa Junior College  
***Business Services Master Plan Abstract***  
***2001-2002***

INTRODUCTION

The Business Services Master Plan is heavily influenced by the master plans for instruction and student services. Few initiatives in the Business Services Master Plan are created apart from those internal and external factors that affect the instructional and student services processes. For instance, when the Educational Master Plan calls for more instruction to be offered at off-campus locations, there are implications for the Police Department, Graphics Services, Purchasing, Payroll, Human Resources, Accounting, Budgeting, etc.

The same demographic and student demand factors that influence decisions in academics and student services affect the manner in which business services are structured. Time pressures on students necessitate that business services be delivered more efficiently. The diversity of cultures within the student body requires the Bookstore, the Cashier's Office and other offices to be sensitive to the service needs of these students.

There is a need for Business Services to be proactive in ensuring that its support to the District enables the college to move forward without delays in meeting the changing needs of students. The Business Services Master Plan is written with this in mind.

MAJOR INITIATIVES

- 1. Integrate cashiering services into the “one stop” center**  
The Strategic Capital Projects Plan and the Student Services Master Plan both include a goal of integrating all enrollment-related functions into one location on the Santa Rosa Campus. The Cashier's Office, currently located in Bailey Hall, must be integrated into this process. Because the cashiering and accounting functions are closely tied together and are managed by the same supervisor, the entire Accounting Office must be considered for inclusion as part of the renovation plans for the Plover Library.
- 2. Improve Bookstore services**  
The Bookstore floor space at both campuses must be increased to improve services to students, improve storage space, and reduce overcrowding. In addition, the Bookstore must continue its efforts to integrate the on-line registration system with the book ordering process to enable students to complete both functions at one time.
- 3. Improve safety and security systems at various District locations**

As the District's investment in buildings and technology grows from the quarter billion dollar bond fund as well as the millions more that will come from state, federal and private sources, there is a need to establish a long-range plan to protect this investment from vandalism and theft. Police services are stretched thin at the present time, and there is a need to improve the staffing levels at the two campuses and the Training Center. Even with the addition of personnel, there is a need to improve the electronic security and communications systems to improve the effectiveness of our police functions.

An investment in standardized communications software and hardware in collaboration with other county police agencies will greatly improve the college's capacity to communicate on crime and safety issues. The Computer Aided Dispatch/Records Management System (CAD/RMS) serves this purpose and should be implemented in FY 2002/03. Also, the space allocated to police operations for CAD/RMS, for electronic fingerprinting and other services must be expanded to enable the police department to operate effectively.

In addition, a high tech security system using smart card technology should be implemented as new construction and renovation occurs at the various college sites. A standardized system should be decided upon and implemented with the first new construction and renovation projects. The system must permit the integration of all security systems so that monitoring and control of all access points on all campuses/training sites can be effectuated at one location. Other site-security equipment such as alarm systems, a 911 call tracking system, emergency phones, lighting, parking and traffic equipment are also necessary.

#### **4. Collaborate on Human Resource Development Initiatives**

The Human Resources Department will collaborate with other departments in the development of programs to introduce cross-cultural and customer service training opportunities for classified staff and faculty. In addition, it will continue to seek ways in which to improve the cultural diversity of the college workforce and to streamline the processes for filling vacancies.

In addition, the Human Resources Department and the Payroll Office are facing new workload pressures created by federal, state and local initiatives. During the past 18 months, the following workload demands have been added to their offices: part-time faculty health insurance program, STRS credit for overload, JPA agreement to convert School and College Legal Services lawyers into SRJC employees, elective health benefits cafeteria plan for managers, IRS regulation to tax wages when earned rather than when paid, domestic partners health insurance, lump-sum off-schedule pay for classified staff, implementation of the classification study for classified staff, and implementation of the management team salary realignment schedule. These large workload increases necessitate that the Payroll Office and Human Resources Departments re-evaluate the duties and responsibilities of staff to appropriately handle the office responsibilities.

- 5. Implement required reporting systems for Strategic Capital Projects Plan**  
The voter-approved bond program has strict standards of accountability, necessitating the creation and maintenance of a reporting system to track revenues and expenditures. The Accounting Office must establish a new tracking system that enables the college to inform the Board of Trustees, the Bond Oversight Committee, the auditors, governmental agencies and the general public on all matters pertaining to bond projects.
- 6. Implement required GASB 34/35 reporting**  
The federally mandated financial reporting structure must be implemented for FY 2002/03. The accounting system must be in place July 1, 2002, and the first audited financial reports will be issued at the end of that fiscal year. A system of recording the value of fixed assets must be in place and a depreciation schedule maintained. Combined with the workload increase required in item #5 above, the college must find a means to support these new objectives.
- 7. Implement a Comprehensive Management Information System (MIS)**  
The current Management Information System contains a major disconnect between Business Services and Student Services. This "unintegrated" system results in inefficient redundant data entry and retrieval. Because the Student Services portion of the system is home grown and viewed as a good working model for Student Services, there has been a reluctance to move toward a standardized MIS such as those software applications used by thousands of other colleges nationwide. During the next five years, the college should complete a review of MIS functional improvements and develop a plan to effectuate those improvements.
- 8. Upgrade Graphics Production Services**  
A comprehensive review of Graphics Services in 2001 indicated the critical necessity to provide adequate workspace for these services. Better workspace for offset printing is required as well as a centralized, permanent location for the Copy Center. A two color offset printer should be purchased and installed to improve printing services for college customers.
- 9. Review the Food Services Plan**  
The demand for food services by students and college employees has significantly changed over the past 10 years. A comprehensive review of what is offered and by whom should be conducted to establish a food services plan, including structural/space improvements.
- 10. Coordinate budget development to implement the Institutional Master Plan**  
Business Services must coordinate the college's budget as decisions are made on matters pertaining to the implementation of the Institutional Master Plan. While the Institutional Master Plan lays out a vision for the future of the institution, the budget process must serve to prioritize resources in a manner that enables the college to make progress toward achieving the vision. Unfortunately, the

adequacy of college resources is controlled by external agencies, most notably the state. Therefore, a prioritization system must be in place to enable the institution to implement those goals that are most critical to the success of the Institutional Master Plan.

8/30/02

# Santa Rosa Junior College



## **Business Services Management Plan**

<b>Operational Goal:</b>	<b>Completion Date</b>
<p>1.0 SRJC Accreditation Self-Study Response Respond to the Accreditation Self-Study planning recommendation pertaining to Business Services.</p> <p><i>Institutional Goals: #3 Program Development &amp; Delivery; #10 Institutional Effectiveness</i></p>	June 2003
<b>Objective</b>	
<p>1.1 The Vice President of Business Services will coordinate a systematic component assessment of the self-study planning statements and the visiting team's formal evaluation.</p>	
<b>Activity</b>	<b>Timeline</b>
1.1.1 Participate in the Accreditation Steering Committee's final draft of the entire self-study, Standard One through Ten.	July, 2002
1.1.2 Coordinate a Business Services Council, review of the entire self-study, with particular emphasis on Standard Nine.	August, 2002
1.1.3 Identify overall planning statements that have direct relevance to Business Services departments, functions or services.	Sept., 2002
1.1.4 Designate responsibility and prepare an action plan that responds to the intent of each planning statement pertaining to Business Services.	October, 2002
1.1.5 Assist in the Accreditation Team visit to SRJC and participate in their exit summation.	October, 2002
1.1.6 Review the Accreditation Commission's formal report.	February, 2003
1.1.7 Designate responsibility and prepare an action plan that responds to any specific recommendations included in the Accreditation Commission's formal report.	April, 2003

**Administrative Area: Business Services**  
**Responsible Administrator: Ronald L. Root**

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Operational Goal:	Completion Date
<p>2.0 Conduct a comprehensive analysis of Police Department facility needs to serve the District at all locations.</p> <p style="text-align: center;"><i>Institutional Goals: #11 Fiscal Responsibility</i></p>	<p>December, 2002</p>
Objective	
<p>2.1 Define office space needs to ensure adequate capacity and proximity to serve the District at all locations.</p>	
Activity	Timeline
<p>2.1.1 Discuss with bond program space consultant the future needs of all locations.</p> <p>2.1.2 Review consultant's plan with component administrators.</p>	<p>January, 2003</p> <p>February, 2003</p>
Objective	
<p>2.2 Define long-term storage/equipment needs to preserve evidence and serve District needs.</p>	
Activity	Timeline
<p>2.2.1 Discuss with bond program space consultant the future needs of all locations.</p> <p>2.2.2 Review consultant's plan with component administrators.</p>	<p>January, 2003</p> <p>February, 2003</p>

**Administrative Area: Business Services**

**5/7/02**

**Responsible Administrator: Ronald L. Root/Terry Stewart**

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Operational Goal:	Completion Date
<p>3.0 Assist Administrative Services in performing a comprehensive assessment of parking and security issues related to implementation of the capital outlay master plan.</p> <p><i>Institutional Goals: #11 Fiscal Responsibility</i></p>	<p>December, 2002</p>
Objective	
<p>3.1 Propose a plan to integrate electronic technology into the access control system for buildings and secured areas (parking lots, etc.).</p>	
Activity	Timeline
<p>3.1.1 Engage a security consultant in advising on systems technology</p> <p>3.1.2 Review consultant's report.</p> <p>3.1.3 Recommend a comprehensive long-run plan for access control, including a plan to re-possess district keys or other access control equipment.</p>	<p>Sept., 2002</p> <p>January, 2003</p> <p>February, 2003</p>

<b>Operational Goal:</b>	<b>Completion Date</b>
4.0 Establish an accountability/reporting system for implementation of the bond program as required by Proposition 39. <i>Institutional Goals: #4 Resource Development; #11 Fiscal Responsibility</i>	September 2002
<b>Objective</b>	
4.1 Create a reporting system acceptable to the Citizen's Oversight Committee appointed by the SRJC Board of Trustees.	
<b>Activity</b>	<b>Timeline</b>
4.1.1 Review federal/state/local reporting requirements, including Proposition 39. 4.1.2 Propose a format to the Oversight Committee.	June, 2002 Sept., 2002
<b>Objective</b>	
4.2 Develop the accounting system backup necessary to ensure accurate reporting and to satisfy the reporting requirements under Proposition 39.	
<b>Activity</b>	<b>Timeline</b>
4.2.1 Review third party data systems for possible use in meeting reporting requirements. 4.2.2 Complete implementation of a data system.	June, 2002 Sept., 2002

<b>Administrative Area: Business Services</b>	<b>5/7/02</b>
<b>Responsible Administrator: Ronald L. Root/Lamont Royer</b>	<b>Date: Page 4 of 11</b>

<b>Operational Goal:</b>	<b>Completion Date</b>
5.0 The Accounting Office will implement the new financial reporting requirements of the Governmental Accounting Standards Board (GASB) Rule 34 in order to receive an unqualified annual audit opinion. <i>Institutional Goals: #11 Fiscal Responsibility</i>	June 30, 2003

<b>Objective</b>
5.1 Define and implement a depreciation schedule for fixed assets.

<b>Activity</b>	<b>Timeline</b>
5.1.1 A depreciation schedule of all existing assets on July 1, 2002 will be established.	July 1, 2002
5.1.2 A method for adding new depreciable assets will be implemented.	July 1, 2002

<b>Objective</b>
5.2 Define and produce a cash flow schedule as an addition to the year-end financial statements.

<b>Activity</b>	<b>Timeline</b>
5.2.1 Prepare the cash flow schedule.	June 30, 2003

<b>Administrative Area: Business Services</b>	<b>5/7/02</b>
<b>Responsible Administrator: Ronald L. Root/Kathi Bradbury</b>	<b>Date: Page 5 of 11</b>

<b>Operational Goal:</b>	<b>Completion Date</b>
<p>6.0 Perform a comprehensive review of District warehouse needs and inter-campus and intra-campus delivery and courier services. <i>Institutional Goals: #11 Fiscal Responsibility</i></p>	

<b>Objective</b>
<p>6.1 Develop a coordinated plan for inter-campus and intra-campus delivery and courier services, in cooperation with affected departments and sites.</p>

<b>Activity</b>	<b>Timeline</b>
6.1.1 Develop and implement interim inter-campus delivery and courier services to the new Public Safety Training Center in Windsor.	July, 2002
6.1.2 Review draft of proposed inter-campus and intra-campus delivery and courier services with campus community.	March, 2003
6.1.3 Issue final plan with implementation timeline.	April, 2003

<b>Objective</b>
<p>6.2 Assess the short- and long-term warehouse space requirements in collaboration with Administrative Services, and propose a plan to meet those needs.</p>

<b>Activity</b>	<b>Timeline</b>
6.2.1 Review the functionality of the existing warehouse to determine its efficacy in providing long-term functional service to the District.	January, 2003
6.2.2 Update the previous warehouse proposal for the District.	January, 2003

<b>Administrative Area: Business Services</b>	<b>5/7/02</b>
<b>Responsible Administrator: Ronald L. Root/Tim Bosma</b>	<b>Date: Page 6 of 11</b>

<b>Operational Goal:</b>	<b>Completion Date</b>
7.0 Document the criteria that departments use for determining equivalency for minimum qualifications of faculty in all disciplines. <i>Institutional Goals: #1 Instructional Quality</i>	Dec. 30, 2002

<b>Objective</b>
7.1 In conjunction with the Academic Senate, the Equivalency Committee, and the academic departments, the Human Resources Department will establish a set of guidelines to determine equivalency for minimum faculty qualifications.

<b>Activity</b>	<b>Timeline</b>
7.1.1 Conduct work sessions with the Equivalency Committee to introduce the concept and begin the planning of the program.	April 15, 2002
7.1.2 Review a previous list of collected guidelines on criteria for equivalency with the Equivalency Committee to determine the accuracy of information on file.	May 1, 2002
7.1.3 Request departments to confirm that the guidelines have been used previously and request any new additions to these guidelines.	October 1, 2002
7.1.4 Compile the guidelines and report back to the Equivalency Committee, Academic Senate and selected departments for final review and approval, if necessary.	Nov. 15, 2002
7.1.5 File the detailed equivalency criteria from all departments in the Human Resources Department.	Dec. 30, 2002

<b>Administrative Area: Business Services</b>	<b>5/7/02</b>
<b>Responsible Administrator: Ronald L. Root/Karen Furukawa</b>	<b>Date: Page 7 of 11</b>

Operational Goal:	Completion Date
8.0 Develop and implement a comprehensive exit interview process including a clearance procedure for staff resigning/retiring from the college. <i>Institutional Goals: #1 Instructional Quality; #8 Staff Development</i>	Dec. 30, 2002

Objective
8.1 Interviews will be conducted with each regular employee who is leaving the District to ascertain the reasons why the employee left the position.

Activity	Timeline
8.1.1 Sample interview questions used by other community college/agencies will be collected and modified for use by SRJC.	Completed.
8.1.2 Draft questions and clearance procedures to describe the interview and clearance process.	May 15, 2002
8.1.3 Exit interview and clearance process introduced to Component Administrators, Supervisors, and Department Chairs.	October 1, 2002
8.1.4 Process to be implemented on an on-going basis.	On-going upon completion.

Objective
8.2 Provide a periodic report to the president and college community on the reasons for employee departures.

Activity	Timeline

8.2.1 Prepare a first comprehensive summary report to the component administrators and president.	June, 2003
8.2.2 Prepare the first annual report to the college community and Board of Trustees.	Sept., 2003
<b>Administrative Area: Business Services</b>	
<b>Responsible Administrator: Ronald L. Root/Karen Furukawa</b>	<b>5/7/02</b>
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<b>Operational Goal:</b>	<b>Completion Date</b>
9.0 Improve the quality and functionality of Bookstore services. <i>Institutional Goals: #1 Instructional Quality; #11 Fiscal Responsibility</i>	March 1, 2003
<b>Objective</b>	
9.1 Review Bookstore space utilization at both campuses.	
<b>Activity</b>	<b>Timeline</b>
9.1.1 Analyze space layout for books, materials, and supplies at Santa Rosa and Petaluma.	November, 2002
9.1.2 Recommend to the bond planning consultant any modifications to improve space utilization, storage and traffic flow at both campuses.	December, 2002
<b>Objective</b>	
9.2 Implement on-line linkage between registration and book ordering process.	
<b>Activity</b>	<b>Timeline</b>
9.2.1 Complete POS (point-of-sale) software installation for new textbooks and cash register training for all staff.	June 30, 2002
9.2.2 Complete plan for next departments to be converted to POS including used books, supplies, and soft goods.	Sept. 1, 2003
<b>Objective</b>	

9.3 Begin system design for integrating automated textbook orders with the on-line registration system.	
Activity	Timeline
9.3.1 Confer with College IT staff to analyze systems compatibility.	Sept. 1, 2002
9.3.2 IT Staff work with MBS on the system interface.	Dec. 1, 2002
9.3.3 In collaboration with IT staff, define a timeline for full implementation.	Feb. 1, 2002
<b>Administrative Area: Business Services</b>	
<b>5/7/02</b>	
<b>Responsible Administrator: Ronald L. Root/Lamont Royer</b>	
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Operational Goal:	Completion Date
10.0 Prepare and begin implementation of a Master plan to meet district food service needs. <i>Institutional Goals: #11 Fiscal Responsibility</i>	July, 2003
Objective	
10.1 Perform a review of District food service operations.	
Activity	Timeline
10.1.1 Review current food service facilities, the food service program, current trends, and campus opinions.	July, 2002
10.1.2 Review successful programs at other comparable commuter colleges, and share results with Auxiliary Service Committee and District Facility Planning Committee.	October, 2002
Objective	
10.2 Plan for needed facility improvements for new contract period beginning July 1, 2003.	
Activity	Timeline
10.2.1 Work with facilities planning consultant on facilities layout for food services.	December, 2002

<b>Objective</b>	
10.3 Prepare an RFP for food service providers.	
<b>Activity</b>	<b>Timeline</b>
10.3.1 Prepare RFP for Petaluma Campus food service.	July, 2002
10.3.2 Develop new RFP for food service for the Santa Rosa Campus.	December, 2002
<b>Administrative Area: Business Services</b> <span style="float: right;"><b>5/7/02</b></span> <b>Responsible Administrator: Ronald L. Root/Lamont Royer</b> <span style="float: right;"><b>Date: Page 10 of 11</b></span>	

<b>Operational Goal:</b>	<b>Completion Date</b>
11.0 Review and make recommendations to the President and Board of Trustees on policy/procedure changes necessary to verify personal histories of employment candidates for all District positions. <i>Institutional Goals: #1 Instructional Quality; #10 Institutional Quality</i>	December, 2002
<b>Objective</b>	
11.1 Review existing policies and procedures.	
<b>Activity</b>	<b>Timeline</b>
11.1.1 Draft modifications to existing policies and procedures.	August, 2002
11.1.2 Present recommended changes to College Council.	September 2002
11.1.3 College Council adoption of modifications.	November, 2002
11.1.4 College Board approval of policy/procedure changes.	December, 2002

<b>Objective</b>	
1.2 Review fingerprinting operating procedures.	
<b>Activity</b>	<b>Timeline</b>
11.2.1 Integrate the Livescan technology into operating procedures.	August, 2002
11.2.2 Define long-term space requirements for processing/filing the fingerprints and results.	October, 2002
<b>Administrative Area: Business Services</b> <b>Responsible Administrator: Ronald L. Root/Terry Stewart</b>	
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