IMPERIAL VALLEY COLLEGE
PROGRAM REVIEW
NON-ACADEMIC PROGRAMS

DATE:	2/11/2013

DEPARTMENT/PROGRAM:	Business Office	
PREPARED BY:	Carlos Fletes Name	_(signature)_ Signature
AREA DEAN/DIRECTOR:	n/a Carlos Fletes Name	_(signature)_ Signature
AREA VICE PRESIDENT:	John Lau Name	_(signature)_ Signature

IMPERIAL VALLEY COLLEGE
MISSION STATEMENT

The mission of Imperial Valley College is to foster excellence in education that challenges students of every background to develop their intellect, character, and abilities; to assist students in achieving their educational and career goals; and to be responsive to the greater community.

Institutional Goals
Educational Master Plan 2012-15
Approved by Board of Trustees May 16, 2012

Goal One (Institutional Mission and Effectiveness): The College will maintain programs and services that focus on the mission of the college supported by data-driven assessments to measure student learning and student success.

Obj.	Objectives for EMP Goal 1
1.1	Develop systems and procedures that establish the mission of the college as the central mechanism for planning and decision making.
1.2	Develop an institutional score card to assess student learning that drives integrated planning and resource allocation.
1.3	Develop systems and procedures to ensure that the college maintains a collegial and self-reflective dialogue that improves effectiveness.
1.4	Develop systems that are inclusive, cyclical, and understood by all stakeholders.

Goal Two (Student Learning Programs and Services): The College will maintain instructional programs and services which support student success and the attainment of student educational goals.

Obj.	Objectives for EMP Goal 2
2.1	Ensure that all instructional programs, regardless of location or means of delivery, address and meet the current and future needs of students.
2.2	Review program learning outcomes annually (or biennially) to assure currency, improve teaching and learning strategies, and raise student success rates.
2.3	Ensure that all Student Services programs, regardless of location or means of delivery, address and meet the current and future needs of students.
2.4	Ensure that all Student Services programs engage in a process of sustainable continuous quality improvement by annual review of Service Area Outcomes, annual Program Review, and Comprehensive Program Review every three years.
2.5	Ensure that the Library meets as closely as possible the "Standards of Practice for California Community College Library Faculty and Programs" of the Academic Senate for California Community Colleges.
2.6	Ensure that instructional labs continue to collaborate in sharing financial and human resources, thus maintaining continuous quality improvement.

Goal Three (Resources): The College will develop and manage human, technological, physical, and financial resources to effectively support the college mission and the campus learning environment.

Obj.	Objectives for EMP Goal 3
3.1	Develop and implement a resource allocation plan that leads to fiscal stability.
3.2	Implement a robust technological infrastructure and the enterprise software to support the college process.
3.3	Build new facilities and modernize existing ones as prioritized in the facility master plan.
3.4	Design and commit to a long-term professional development plan.
3.5	Raise the health awareness of faculty, staff, and students.

Goal Four (Leadership and Governance): The Board of Trustees and the Superintendent/President will establish policies that assure the quality, integrity, and effectiveness of student learning programs and services, and the financial stability of the institution.

Obj.	Objectives for EMP Goal 4
4.1	Review all Board policies annually to ensure that they are consistent with the College mission statement, that they address the quality, integrity, and effectiveness of student learning programs and services, and that they guard the financial stability of the institution.
4.2	Maintain a clearly defined Code of Ethics that includes appropriate responses to unprofessional behavior.
4.3	Ensure that the Board of Trustees is informed and involved in the accreditation process.
4.4	Ensure that processes for the evaluation of the Board of Trustees and the Superintendent/President are clearly defined, implemented, and publicized.
4.5	Establish a governance structure, processes, and practices that guarantee that the governing board, administration, faculty, staff, and students will be involved in the decision making process.

I. **PROGRAM/DEPARTMENT DISCRIPTION** (include Vision; Mission; Services-Functions; Funding Sources Statement)

The Business office will ensure that all aid to students, fee payments by students and payments to vendors are processed securely, accurately and in a timely manner while adhering to Generally Accepted Accounting Principles and maintaining fiscal stability and accountability. The Business Office also produces several reports to Federal, State and Local Government Agencies. It also facilitates the development of the entire college budget. The Business Office is funded 100% out of the district's Unrestricted General Fund.

II. **SERVICE AREA OUTCOMES** (identify outcomes; methods, implementation of assessment process; results; decisions & recommendations)

Outcome #1: Students will better understand that selecting the IVC Debit Card One Account is their best option to receive their financial aid/refunds.

Est. Completion Date: 6-30-2014   Way(s) to assess: Higher One on-line reports showing the number of students utilizing this service.

Outcome #2: The use of a Purchase Order will increase and the use of the Invoice Approval Forms method of processing transactions will decrease.

Est. Completion Date: 6-30-2014   Way(s) to assess: Banner reports (currently not available) showing the total transactions processed via Purchase Orders and Invoice Approval Forms.

Outcome #3:   Increase the total number of transactions and total dollar amount of student fees paid via credit and/or debit card.

Est. Completion Date: 6-30-2014   Way(s) to assess: Banner reports showing total annual student fee payment transactions broken down by payment type.

III. **DATA** (use data pertinent to your program/department; include qualitative and quantitative data; survey-evaluation results; and other relevant data to assess program/department effectiveness)

Appendix A: Higher One Bank reports showing students participation.

Appendix B: Banner reports showing PO and Invoice approval activity (not currently available).

Appendix C: Banner reports showing payment activity by cash, check or credit/debit card.

IV.   **ANALYSIS** (evaluate the strengths, challenges, opportunities and needs of your program/department provide thorough interpretation of data and complexity of analysis)

Our greatest strength is the commitment and loyalty of the business office staff and its leadership. We have had very low staff turnover over the past 24 years. Staff is courteous, dedicated and very responsive to the department's needs and to the needs of the college in general.

IVC DEBIT CARD: Imperial Valley College used to disburse refunds via checks. This process use to take a considerable amount of time and resources. Long lines were formed outside of the business office to pick up checks making it for a very impractical way to disburse the funds to students. The college then decided to mail all financial aid/refund checks to students. This process did cut down on the lines outside of the business office but then the problem of checks being lost in the mail came up. Also, some students would get their check one day and others would get it a different day, depending on where they lived. A decision was made to contract with Higher One Bank to provide a more efficient way to disburse financial aid/refunds to students. This process has proven to be a more efficient and effective way to deliver aid to students as the data shows. The attached data shows that during calendar year 2012, 88% of total new cards ordered are choosing the OneAccount, which is the fastest way for students to get access to their funds, an increase of 4% over calendar year 2011. It also shows that 92% of the total annual disbursements were made via direct deposit to the OneAccount, a slight decrease of 1% compared to calendar year 2011.

PURCHASE ORDERS AND INVOICE APPROVAL FORMS:
A Purchase Order is the preferred way to process an invoice for payment. Information is entered by the requesting department and accounts payable reconciles and matches invoice information with Purchase Order information and process the payment. If a Purchase Order is not used, an Invoice Approval Form has to be entered by Accounts Payable Staff creating more work for this department. Accounts Payable Staff has to enter all the information the requesting department should have entered and then complete the paying of the invoice. Utilizing the Purchase Order would save time in the Accounts Payable and Purchasing Departments. Reports are not currently available to analyze the data but will be soon.

STUDENT FEE PAYMENT BY CREDIT/DEBIT CARD:
The use of a credit/debit card as a method of payment by the students is a more convenient and effective way to pay fees to Imperial Valley College. Students can pay fees from anywhere in the world where there is access to a computer. This method of payment should help students have better and timelier access to classes in the event

students owe prior term fees. Students who owe prior term fees are denied priority registration. It would also prevent students from being dropped for non-payment of fees. The attached data shows that out of the three major student fee payment methods (Cash, Checks and Credit/Debit Card); in calendar year 2012 65.01% were made using a Credit/Debit card, an increase of over 5% from calendar year 2011. It also shows that 8.05% were made via check, a 4.28% decrease from calendar year 2011.

V. **FINDINGS & FUTURE DIRECTION** (summarize findings and indicate how the findings have shaped decision making; areas of concern are addressed; provide recommendations for future direction of your program/department and address applicable needs (funding, facilities, staffing technology, professional development, marketing.)

We will continue to review the efficiencies of our processes to deliver financial aid/refunds to students, the processing of Purchase Orders and Invoice Approval Forms for payment and the use of a credit/debit card as a preferred method of fee payments by students. The preliminary findings of two (IVC Debit Card and Student Fee Payment by Credit/Debit card) out of the three Service Area Outcomes suggests that while there has been progress in these service areas, there is still an opportunity to improve. Regarding Purchase Orders and Invoice Approval Forms, there is more work that needs to be done once data becomes available.

VI. **PROCESS IMPROVEMENT OPPORTUNITIES** (Identify three processes for improvement in terms of: 1) Work efficiency, 2) Cost reductions, and 3) Contributions to student enrollment and/or success. Identify one or more institutional goals supported by each process.)
See table on next page:

PROGRAM REVIEW FOR NON-ACADEMIC PROGRAMS
PROCESS IMPROVEMENT OPPORTUNITIES

PURPOSE: For all IVC programs to engage in continuous process improvements, efficiency evaluation, and implementation of steps to facilitate increased student enrollments and student success.

GOALS: Each process within the departments will be reviewed in terms of: 1) Work efficiency, 2) Potential cost reductions, and 3) Potential contributions for increasing enrollment and/or student success.

DEPARTMENT: Business Office
Opportunities for:
PROCESS #1: Account receivable collection via COTOP
Work efficiencies: Improve on aging of accounts receivable.
Cost reductions: Collect 100% of fees owed by passing the collection cost to student.
Contributions to student enrollment &/or success: Student would be able to have access to priority registration of all prior term fees are paid.
Supports Institutional Goal and Objectives:3.1
PROCESS #2: Disbursement of Financial Aid/Refunds
Work efficiencies: Limit the number of overpayment to students by revamping the disbursement process
Cost reductions: Issue less paper checks.
Contributions to student enrollment &/or success: Make funds available to students quicker and in a more secure way.
Supports Institutional Goal and Objectives: 2.3
PROCESS #3: Click here to enter text.
Work efficiencies: Click here to enter text.
Cost reductions: Click here to enter text.
Contributions to student enrollment &/or success: Click here to enter text.
Supports Institutional Goal and Objectives: Click here to enter text.

APPENDIX A

Log Out
Welcome: Carlos Fletes (**Client Code: 114943**)
Change Password
Change OneSupport Access Code
Change Security Questions and Answers
Imperial Valley College

Activation & Preferences Report

Activation & Preferences Report
○ Time Period: Select a time period ▾
-- or --
◉ From: 01/01/2012 📅 To: 12/31/2012 📅
(MM/DD/YYYY) (MM/DD/YYYY)

Submit

Imperial Valley College

Card Usage Report
Cards Ordered from 01/01/2012 - 12/31/2012

Activated Users	2184 (87% of issued cards)
Opened OneAccount	1912 (88% of active)
Ordered Paper Checks	4 (0% of account holders)
Opted-out of OneAccount	272 (12% of active)
Parents, Friends, Family	3

Current User Preferences
Cards Ordered from 01/01/2012 - 12/31/2012

Total Active Users	2184
Online Statement	1912 (100% of account holders)
Refund via Direct Deposit (OneAccount)	1852 (85% of active)
Refund via ACH	218 (10% of active)
Payroll via Direct Deposit (OneAccount)	Not currently enrolled in OneDisburse Payroll. To learn more about OneDisburse Payroll for your college, please contact your relationship manager.
Payroll via Paper Check	
Payroll via ACH	

Disbursements by Method
from 01/01/2012 - 12/31/2012

Total Refund Disbursements	19664
Refund via Direct Deposit (OneAccount)	18093 (92% of disbursees)
Refund via Paper Check	15 (0% of disbursees)
Refund via ACH	1556 (8% of disbursees)
Total Payroll Disbursements	Not currently enrolled in OneDisburse Payroll. To learn more about OneDisburse Payroll for your
Payroll via Direct Deposit (OneAccount)	
Payroll via Paper Check	

Welcome: Carlos Fletes (**Client Code: 114943**)
Log Out
Change Password
Change OneSupport Access Code
Change Security Questions and Answers
Imperial Valley College

HigherOneSupport for
One**Disburse**

Activation & Preferences Report

Activation & Preferences Report

◯ Time Period: Select a time period ▼

-- or --

◉ From: 01/01/2011 🗓 To: 12/31/2011 🗓
   (MM/DD/YYYY)   (MM/DD/YYYY)

Submit

Imperial Valley College

Card Usage Report
Cards Ordered from 01/01/2011 - 12/31/2011

Activated Users	1971 (96% of issued cards)
Opened OneAccount	1659 (84% of active)
Ordered Paper Checks	8 (0% of account holders)
Opted-out of OneAccount	312 (16% of active)
Parents, Friends, Family	26

Current User Preferences
Cards Ordered from 01/01/2011 - 12/31/2011

Total Active Users	1971
Online Statement	1659 (100% of account holders)
Refund via Direct Deposit (OneAccount)	1554 (79% of active)
Refund via ACH	125 (6% of active)
Payroll via Direct Deposit (OneAccount)	Not currently enrolled in OneDisburse Payroll. To learn more about OneDisburse Payroll for your college, please contact your relationship manager.
Payroll via Paper Check	
Payroll via ACH	

Disbursements by Method
from 01/01/2011 - 12/31/2011

Total Refund Disbursements	19380
Refund via Direct Deposit (OneAccount)	18025 (93% of disbursees)
Refund via Paper Check	15 (0% of disbursees)
Refund via ACH	1340 (7% of disbursees)
Total Payroll Disbursements	Not currently enrolled in OneDisburse Payroll. To learn more about OneDisburse Payroll for your
Payroll via Direct Deposit (OneAccount)	
Payroll via Paper Check	

Imperial Valley College
Analisys of payment methods by students
for the past two calendar years

Sum of Amount	Column Labels		
Row Labels	2012	2011	Grand Total
CASH	518,166.19	594,311.25	1,112,477.44
CHEK	154,897.20	261,345.42	416,242.62
WCHG	1,250,395.95	1,264,689.58	2,515,085.53
Grand Total	1,923,459.34	2,120,346.25	4,043,805.59

CASH	26.94%	28.03%	27.51%
CHECK	8.05%	12.33%	10.29%
CREDIT CARD	65.01%	59.65%	62.20%