

Departmental Program Review Report

The information below is required to be completed for all departments for the Departmental Program Review Report.

- 1. Provide a brief summary of your department's operations and any significant changes since the last Program Review. Highlight the major duties and responsibilities of your staff in servicing the district and the colleges, along with the number and types of staff in your office. State how your department supports other administrative and academic units. Include a link to your department's current organization chart.**

Business Services is the centralized unit within District Office that provides the following services to all areas of the district:

- Accounting (including accounts payable, accounts receivable, and fixed assets)
- Budget
- Payroll
- Risk management
- Purchasing and Warehouse

The centralization of Business Services is codified in Board Policy 3100, "Organizational Structure" which states, in part "Business and fiscal operations shall be centralized, including budgeting, accounting, fiscal control, and purchasing." These operations are overseen by the Vice Chancellor, Business Services.

The District's Business Services division provides essential fiscal and operational support to both Chabot College and Las Positas College. By centralizing key administrative functions—including Payroll, Accounting, Budget, Purchasing, and Warehouse Services—the District ensures consistency, compliance, and efficiency across the two colleges. Each area plays a vital role in sustaining the financial integrity and operational success of the colleges, enabling campus leaders, classified professionals, and faculty to focus on student learning and institutional priorities.

Together, these centralized Business Services functions ensure strong fiscal stewardship, operational consistency, and accountability for public resources. By managing complex compliance requirements and streamlining administrative processes, the District's Business Services division enhances institutional efficiency – allowing both colleges to dedicate more time and resources to their core mission of student success.

The staff within each of the services consist of the following:

- Accounting – With direct oversight provided by the Director of Business Services, the accounting unit consists of an accounting supervisor, four accountants (levels 1 and 2),

five accounting technicians (two vacant with no immediate plans to advertise), and a senior administrative assistant.

- Budget – With direct oversight provided by the Director of Business Services, the District Budget and Grants Manager functions as the day-to-day manager of all funds of the District's budget.
- Payroll – With direct oversight provided by the Director of Business Services, the payroll unit is comprised of the Payroll Manager and two direct reports, both payroll technicians.
- Risk management – The risk management functions, including property and liability claims, legal matters, and general adherence to laws, regulations, and policies is overseen by the Vice Chancellor, Business Services and an executive assistant.
- Purchasing and Warehouse – With direct oversight provided by the Vice Chancellor, Business Services, the purchasing and warehouse unit is comprised of the Manager of Purchasing and Warehouse Services, two buyers, two purchasing specialists, and four warehouse workers. The warehouse workers are the only personnel within Business Services that work at the campuses.

In total, Business Services comprises 27 total FTE with two positions currently vacant. The organizational chart can be viewed at the following link:

https://clpccd.org/business/guide/files/docs/org_chart_bus_serv/NEW_ORG_CHART_10-10-2024.pdf

Since the previous Program Review, there have been no significant changes within Business Services. A personnel change within the accounting supervisor position has been made due to a long-time employee retiring. The other individuals within Business Services have been with the District for multiple years.

2. Discuss generally the way in which the department serves and contributes to achievement of the District Mission and Vision, including academic excellence and student success (directly and/or indirectly).

Business Services plays a critical, though largely behind-the-scenes, role in advancing the District's mission of preparing students to succeed in a diverse global society. By providing centralized leadership in fiscal management, budgeting, accounting, payroll, purchasing, and warehouse operations, the department ensures that the District's financial and operational foundation is strong, transparent, and sustainable.

Through responsible stewardship of public funds, Business Services directly supports academic excellence by ensuring that resources are allocated equitably and strategically to academic programs, student services, and institutional priorities. Effective budget planning and financial forecasting make it possible for the colleges to maintain high-quality instruction, innovative programs, and well-maintained facilities that foster student learning.

Indirectly, the department contributes to student success by creating operational stability that allows faculty and staff to focus on teaching and student support rather than administrative or fiscal constraints. Payroll ensures employees are compensated accurately and on time, sustaining morale and continuity of service. Accounting and budget functions provide clear data that inform campus planning, resource decisions, and tracking of fixed assets. Purchasing and warehouse services guarantee that instructional materials, technology, and equipment reach classrooms efficiently.

In essence, Business Services transforms financial and administrative processes into the infrastructure that empowers academic innovation, equitable access, and student achievement – ensuring the District can fulfill its mission both responsibly and sustainably.

3. State how your department has supported the Board Priorities.

Priority #1 — Diversity, Equity, Inclusion, Accessibility, and Belonging

Business Services advances the District's Diversity, Equity, Inclusion, Accessibility, and Belonging goals by ensuring equitable fiscal practices and inclusive procurement processes. The department promotes transparency in resource allocation, supports diverse vendor participation, and prioritizes accessibility and equity in policy implementation. Internally, intentional hiring and professional development have increased staff diversity and fostered an inclusive work environment.

Priority #2 — Workforce Development and Skillset Advancement

Through responsible financial management and budget planning, Business Services sustains funding for programs that expand workforce education and career technical training. The department's fiscal stewardship enables both colleges to invest in modern facilities, equipment, and industry partnerships that prepare students for in-demand careers.

Priority #3 — Meeting Students' Basic Needs

By ensuring efficient budgeting and accurate financial oversight, Business Services provides the fiscal stability that allows both colleges to expand food security programs, emergency aid, affordable course materials, and transportation initiatives. The department's work ensures that resources supporting students' basic needs are accessible, sustainable, and compliant with state and federal funding requirements.

Priority #4 — Equitable Allocation and Effective Management of Fiscal Resources

This priority defines the core mission of Business Services. The department ensures all District and college funds are allocated transparently, equitably, and in alignment with strategic goals. Through multi-year fiscal planning, continuous financial monitoring, and consistent audit success, Business Services upholds public trust and protects the District's long-term financial health.

Priority #5 — Attracting, Retaining, and Mentoring a Diverse Workforce

Payroll accuracy, benefit administration, and labor contract compliance are foundational to employee satisfaction and retention. Business Services ensures timely, accurate compensation and provides analytical support for equitable compensation practices. By maintaining a culture of professionalism, training, and opportunity within its own ranks, the department models the same commitment to workforce excellence expected Districtwide.

Priority #6 — Focus on Student Academic Vision for Success and Excellence

While not directly instructional, Business Services enables academic excellence through resource reliability and operational efficiency. By maintaining fiscal stability, managing facilities and capital funding, and ensuring that instructional materials and technology are procured and delivered promptly, the department creates the conditions for high-quality teaching, learning, and innovation.

4. Identify key internal and external environmental factors and expectations, including those from funders and regulators, which impact the department's operations.

External Factors:

At the federal level, there is increasing uncertainty surrounding higher education funding, compliance expectations, and regulatory oversight. Heightened scrutiny of financial aid programs and institutional use of federal funds has led to more rigorous reporting requirements and audit standards. Additionally, recent federal actions signaling reduced support for minority-serving institutions – particularly the withdrawal or limitation of Hispanic-Serving Institution (HSI) grants – pose significant risks to both colleges within the District, which serve large and diverse student populations. This environment requires Business Services to intensify fiscal monitoring, strengthen internal controls, and maintain readiness for evolving federal compliance demands.

State-level factors include unpredictable funding formulas, cost-of-living adjustments, and legislative mandates that can quickly alter fiscal priorities or operational requirements. These conditions require careful budget forecasting and flexible allocation models to maintain stability and equity across both colleges.

Funders and oversight agencies – such as the U.S. Department of Education, the California Community Colleges Chancellor's Office, and independent auditors – expect continuous compliance, transparent reporting, and evidence of sound fiscal stewardship. Meeting these expectations requires Business Services to uphold rigorous standards of documentation, timeliness, and internal accountability while navigating an increasingly volatile funding environment.

Internal Factors:

Internally, the department is navigating an increasingly complex operating environment shaped by rapid technological change, staffing transitions, and growing service demands from both colleges. The centralization of fiscal operations across two campuses requires continuous coordination, communication, and process alignment to ensure consistency, efficiency, and equity in service delivery. Further, the time devoted to the collective bargaining process (a once every three-years event) has strained the resources within Business Services.

5. Identify areas for improvement, and any areas of change or growth.

Business Services continuously seeks to strengthen its capacity, efficiency, and alignment with the District's mission through data-informed improvement and strategic modernization. A few key areas for continued growth have been identified:

Technology Modernization and Process Automation

While significant progress has been made in implementing Banner and other fiscal systems upgrades, there remains opportunity to expand automation in budgeting, purchasing, and reporting workflows. Purchasing in particular could benefit from less paper-driven processes, a capability within Banner that would require districtwide training and support.

Enhanced Communication and Service Integration with Colleges

As a centralized operation serving two distinct colleges, Business Services can further strengthen communication loops, transparency, and feedback mechanisms. Developing standardized service-level expectations and shared dashboards will help ensure fiscal information is timely, actionable, and tailored to campus needs.

Strengthening Compliance and Risk Preparedness

Given increasing external scrutiny from federal and state agencies, the department will continue refining internal controls, audit readiness, and policy documentation. Strengthened compliance infrastructure ensures the District remains resilient amid funding uncertainty and shifting regulatory expectations.

Collectively, these improvements will allow Business Services to operate with greater agility and transparency – enhancing its role as a partner in advancing fiscal stewardship, institutional stability, and student success across the District.

6. Discuss two or three projects/activities that you are planning to undertake that promote innovation and productivity, and overall service improvements. Briefly outline the steps

you are going to take to get there, and how these projects consider best practices associated with improved quality.

Transition to a Compressed Academic Calendar and Support for Intersessions

Business Services will continue to play a central role in supporting the District's ongoing transition to a compressed academic calendar. This structural shift requires thoughtful financial forecasting and coordination to ensure the colleges have the resources necessary to maintain instructional quality and student access during the transition. The department is exploring ways to provide one-time funding to assist colleges with short-term instructional and operational adjustments, while also identifying ongoing fiscal strategies to sustain intersessions as they become a regular part of the academic year.

Implementation of a New Attendance Accounting Methodology

The California Community Colleges system is in the process of shifting to a new attendance accounting methodology, a change that introduces significant uncertainty regarding future apportionment and reporting requirements. Business Services will take a proactive role in evaluating the fiscal and operational implications of this shift. Planned activities include modeling various funding scenarios, collaborating with the colleges' enrollment management teams, and ensuring staff receive training on new compliance standards. By emphasizing data accuracy, collaboration, and readiness, the department aims to position the District for a seamless transition that minimizes financial risk while maintaining state and federal compliance.

Advancing Comprehensive Compensation Planning

In parallel with the above initiatives, Business Services will continue to broaden its focus from salary-only negotiations to a more holistic approach centered on total compensation. Establishing a Districtwide Benefits Committee is an important step toward this goal, enabling collective analysis of health, retirement, and ancillary benefit costs. This work aligns with best practices in human capital management by promoting transparency, fairness, and long-term fiscal sustainability.

Collectively, these projects represent an intentional investment in modernization, efficiency, and collaboration. Each is grounded in evidence-based financial management practices and designed to ensure that the District remains agile, equitable, and student-focused amid evolving fiscal and regulatory conditions.

Implementing and Institutionalizing Artificial Intelligence Tools Across Business Services

Business Services is planning to strategically introduce and expand the use of artificial intelligence (AI) and automation technologies to increase operational efficiency, accuracy, and responsiveness across the District's fiscal and administrative functions. The goal is to enhance

processes, potentially freeing staff from repetitive, transactional work and enabling greater focus on analysis, service, and strategic planning.

Personnel Resource Request [Acct. Category 1000 and 2000]

Use this section only to request new or augmented personnel resources for administrative or classified professionals. Do not include requests for professional development, contract services, or other non-personnel costs.

Purpose: Identify and explain additional staffing needs to advance your service area's goals and improve service delivery beyond current funded levels.

1. **Position Request and Rationale: Provide details, including job title, classification, percentage of FTE, whether the request is new or an augmentation of existing resources, and the relative cost of the position.**

No new positions are being requested.

2. **How does your request align with the information provided in your Departmental Program Review? Explain how this request supports your program goals, student success, service delivery, or other outcomes noted in your Program Review.**

N/A

Supplies Augmentation Request [Acct. Category 4000]

Please list additional/augmented funding requests for categories 4000. Do NOT include conferences and travel, which are submitted in the next section. Justify your request and explain in detail the need for any requested funds beyond those you received this year.

NOTE: Only use this form to add new requests to augment the current department budget.

1. **Supplies Request and Rationale:**

None requested. In FY 2024-25, within the various units within Business Services at the District Office, a total of \$124,489 in non-personnel expenses were incurred. The total budget was \$137,219. Overall, no new non-personnel funding is being requested.

2. **How does your request align with the information provided in your Departmental Program Review?**

N/A

Contract Services, Conference & Travel Augmentation Requests [Acct. Category 5000]

Use this section to request augmented funding for contracts & services and conference attendance. List or describe proposed contracts and services. For conferences/training programs, include available specific information on the name of the conference and location. Your rationale should discuss connection to the District Strategic Plan goal.

NOTE: Do not include existing Contract Services, Conference & Travel within your department budget on this form. Only use this form to add new requests to augment the current department budget.

1. Listing/Description and Rationale for Contracts and Services:

N/A

2. Listing and Rationale for Conferences and Travel:

N/A

3. How do these requests support the results and future directions in your departmental program review?

None requested. In FY 2024-25, within the various units within Business Services at the District Office, a total of \$124,489 in non-personnel expenses were incurred. The total budget was \$137,219. Overall, no new non-personnel funding is being requested.

Technology Requests [Acct. Category 6000]

Please list computer and technology hardware and software requests including instructional technology and infrastructure, as relevant.

IN ADDITION TO THE TECHNOLOGY PURCHASE COSTS FOR THE HARDWARE AND SOFTWARE, INCLUDE ANNUAL MAINTENANCE COSTS AS A SEPARATE LINE ITEM TO PROVIDE THE "TOTAL COST OF OWNERSHIP" (TCO).

NOTE: Do not include existing Technology within your department budget on this form. Only use this form to add new requests to augment the current department technology, infrastructure, and budget.

1. Summary of request and rationale. Explain how this request correlates with the findings of your departmental program review:

None requested. In FY 2024-25, within the various units within Business Services at the District Office, a total of \$124,489 in non-personnel expenses were incurred. The total budget was \$137,219. Overall, no new non-personnel funding is being requested.