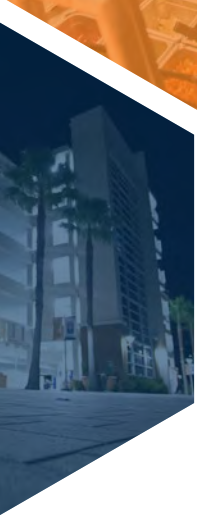
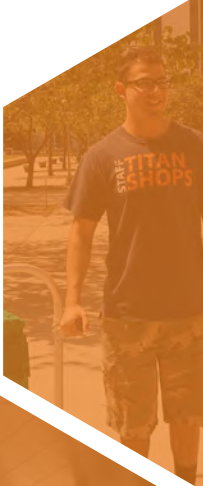


PAVING THE ROAD FOR STUDENT SUCCESS

# THE DIVISION OF ADMINISTRATION AND FINANCE

ANNUAL REPORT 2016-2017





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ABOUT THE DIVISION

The Division of Administration and Finance serves as the backbone of the CSUF campus, managing a wide array of operations—from retail dining and University Police to new facilities and financial services.

The work of the 24 departments within this division affects every area of CSUF life, and this annual report highlights some of the accomplishments achieved by our departments. A student's experience at CSUF starts with us the moment they step onto campus—and ends as they sit in their seats at the commencement ceremony. To that end, the division is committed to providing the best service and support to students, faculty, and staff—in order to pave the road for student success.

\* \* \*

WHAT WE MANAGE—BY THE NUMBERS

**\$34,336,292**

2016-17 Division operating budget  
(includes Parking & Transportation Services)

**\$37,635,078**

2016-17 Auxiliary Services Corporation  
Operating Budget

**1,024**  
employees

**240.6**  
total acreage

**110**  
campus buildings

**11,306**  
parking spaces

**40,235**

student financial accounts

**9**

megawatts of onsite power,  
produced by solar panels and the TriGen Plant

INSTRUCTIONAL SPACE

**373**

teaching and research labs

**10,366**

seats

A MESSAGE FROM THE VP



As you will see in the pages of this report, our Division has accomplished much in our goal to pave the road for student success. I am so proud of—and thankful to—our staff. Each member's efforts to support the CSUF community go beyond the content of these pages. Every day, they solve problems, give guidance, and find new ways to meet our long-term strategic goals.

In the fall of 2016, CSUF welcomed 40,235 students to campus, a number that has been climbing steadily over the years. With the increasing enrollment comes the challenge of maintaining the quality of our learning environment and services—while keeping education affordable for our students. I am constantly impressed by our staff's creativity in developing cost-saving measures to remove barriers for our students to succeed—particularly for the under-represented and first-generation college students.

And, with a commitment to improvement, our team is hard at work responding to the Customer Satisfaction Survey thousands of you filled out this past spring. In mere months, we have set out to turn data into action.

As we look ahead to the 2017-18 academic year and to celebrating CSUF's 60th anniversary, I am grateful for our team's accomplishments and mindful of the challenges before us. We will aim to keep listening to the needs of students, faculty, and staff. I hope you will partner with us to help Titans Reach Higher.

Danny C. Kim  
Vice President of Administration and  
Finance/Chief Financial Officer



# WHAT WE DO

**OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION AND FINANCE/CFO**  
Strategic planning, fiscal oversight for campus, division HR support



**DINING SERVICES**  
Restaurant locations across campus (Starbucks, Panda Express, Juice it Up, and more)

**PROPERTY DEVELOPMENT**  
Acquires, develops, and manages properties for the campus including College Park, Titan Hall, University Gables, and the Irvine Campus

**STUDENT FINANCIAL SERVICES (SFS)**  
Manages Student Accounts, University Collections, Student and Departmental Cashiering, Student Financial system configuration and technical support, and campus e-commerce solutions



**CONSTRUCTION MANAGEMENT**  
Manages building projects on campus

**ADMINISTRATIVE SERVICES**  
Processes work orders for capital programs and facilities management projects

**PARKING & TRANSPORTATION SERVICES (PTS)**  
Manages parking facilities, permits, tickets, commuter and alternative transportation programs.

**TITAN SHOPS**  
Marketplace for school and tech supplies, textbooks, and Titan Gear; convenience stores with snacks and beverages

**SPONSORED PROGRAMS**  
Administers externally-funded research projects for faculty and staff

**OC CHOICE CATERING**  
Provides full-service catering for events and meetings on campus

**CONTROLLER'S OFFICE**  
Oversees fiscal operations, fiscal policies, financial management reporting, university tax compliance and PCI-DSS compliance

**CONTRACTS & PROCUREMENT**  
Processes and negotiates purchase orders, contracts, agreements, and P-Card transactions

**ENVIRONMENTAL HEALTH & SAFETY (EH&S)**  
Ensures classroom, lab, office, and campus grounds health and safety

**PHYSICAL PLANT**  
Manages the operations and maintenance of campus buildings, utility generation and distribution, energy management, and sustainability

**INTERNAL AUDIT**  
Provides a systematic, disciplined approach to evaluate and improve internal controls and governance processes



**ACCOUNTS PAYABLE AND TRAVEL OPERATIONS**  
Processes payments to campus vendors, faculty, staff, and students, including invoices, check requests, and travel related expenditures

**ACCOUNTING SERVICES AND FINANCIAL REPORTING (ASFR)**  
Prepares monthly account analyses and reconciliations, monitors the General Ledger and processes financial transactions, and prepares the campus Audited Financial Statements

**UNIVERSITY POLICE**  
Ensures public safety on and around campus

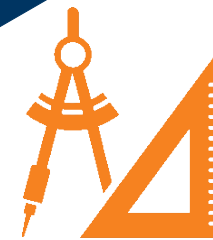
**PLANNING & DESIGN**  
Runs capital programs and architectural design of new buildings

**RESOURCE PLANNING & ANALYSIS/BUDGET OFFICE**  
Creates and evaluates financial plans and programs for the University

**CUSTODIAL & LANDSCAPE SERVICES**  
Oversees daily upkeep of offices, classrooms, restrooms, and grounds



**ADMINISTRATION & FINANCE INFORMATION TECHNOLOGY (AFIT)**  
Provides divisional IT support, develops specialized applications, and maintains the online Employee Training Center and the Document Management Center



## ADMINISTRATIVE AREAS



Non-profit organization that oversees commercial operations and other programs, reinvesting income back into the university



Responsible for the planning, design, construction, maintenance, and operations of all campus facilities and grounds

# ENHANCING THE LEARNING ENVIRONMENT

## CAMPUS IMPROVEMENTS

### **Titan Student Union (TSU) Expansion**

The \$20 million project began in Summer 2015 and was completed in Fall 2016, adding 27,000 square feet to the existing student union and key

features such as a grand staircase, a new second floor with lounge areas, and study spaces. Capital Programs & Facilities Management, Resource Planning and Analysis, the CSU Chancellor's Office, and the Division of Student Affairs collaborated on the expansion.



### **Campus Beautification**

Landscape Services added drought-resistant landscaping to grounds. Painting projects included University Hall, the Corporate Yard, McCarthy Hall, and Pollak Library South.



### **Campus Signage**

New, large-scale aluminum LED panels added on College Park and the Eastside Parking Structure provide greater visibility for CSUF.



### **Parking**

Mitigation efforts such as stack-parking and off-site lots have accommodated an additional 1,500 spaces.

### **Classroom Refurbishments**

Thirty-seven classrooms were furnished

with new lighting, paint, and chair rails, including the SGMH Career Center and the Financial Trading Lab.

### **Titan Hall Renovation**

The Division's Auxiliary Services Corporation (ASC) purchased the building and renamed it Titan Hall, adding 87,830 square feet of office space, conference rooms, and 271 parking stalls. LEED certification is being pursued, and the solar array over the parking lot is designed for the four-story building to be energy neutral.

### **Campus Zone Management**

Facilities Management created two campus zones, assigning zone managers to oversee their respective areas to improve customer service, communication, planning, and partnerships on campus. From July 2016 to May 2017, 15,577 work orders were created with a completion rate of 84 percent, an increase of nearly 2,000 work orders from the previous year.

### **New Autoclaves**

Ten state-of-the-art autoclaves, used to sterilize surgical and laboratory tools, were installed and now reduce energy and water consumption by more than 80 percent—and also save time and money for lab technicians, researchers, and the university.



About 9,000 gallons of hazardous waste was generated on campus and disposed of by the Environmental Health & Safety department in 2016.

## SAFETY

### Emergency Preparedness

Facilities Management and the Emergency Management Unit of the University Police Department (UPD) completed more than 300 lockset hardware upgrades to classroom doors—the first of two phases.



### University Police Accreditation and Recognition

UPD received its sixth reaccreditation award, earning Gold Standard with the Commission on Accreditation for Law Enforcement Agencies, Inc. It also earned the Meritorious Award designation for being

accredited for the last 15 years. UPD was ranked 64th among the top 100 universities on the National Council for Home Safety and Security's list of Safest Colleges in 2017.

### Campus Lighting

As part of a multi-year effort to increase safety and visibility for students, Facilities Management and Parking & Transportation Services worked together to add LED lighting in various areas on campus.

### Safety and Awareness Programs

University Police held various workshops that educate students on general campus safety, sexual assault, dating and domestic violence, and more—including the EPIC (Encouraging a Positive and Interactive Community) workshops, "Coffee with a Cop" campus gatherings, and police simulator events to increase trust and build relationships with law enforcement. The EPIC program received a university teamwork award in 2017.



More than 10,000 people visited the UPD front counter for various services in 2016. The Communications Center answered 9,745 9-1-1 calls and a total of 40,738 calls. Dispatchers logged 33,663 incidents.

## SAFETY & AWARENESS PROGRAMS—BY THE NUMBERS

**3,000+** safety escort trips provided by Community Service Officers (CSO) who accompany students to their dorms or cars in the evenings (January 2016-July 2017)

**166** crime prevention programs provided to the campus community in 2016—a 36 percent increase from the previous year

**232** CSOs who have completed the program since its start in 2000. Many CSOs go on to pursue a career in law enforcement after graduation.

**5** Rape Aggression Defense (RAD) classes held during the 2016-17 academic year





# ENHANCING THE LEARNING ENVIRONMENT

## CUSTOMER SERVICE

### Customer Satisfaction Survey

The Division conducted a first-of-its-kind survey in April 2017 to help identify and make improvements.

- The survey included 20 services across nine administrative areas.
- More than 8,600 (18 percent) responded to the survey, exceeding expectations. Seventeen percent of all students on campus, 24 percent of faculty, and 44 percent of staff participated.



• The image at left is a sample of the mean score and overall satisfaction rates for Titan Shops, with 6,939 people responding to a section of the survey.

• On July 13, 2017, more than 50 division leaders gathered for a team retreat to receive training and develop action plans based on the survey results.

- All results will be made public and are compared with 24 other universities. See [vpadmin.fullerton.edu](http://vpadmin.fullerton.edu) for more information.

### Division Theme

The staff participated in the development and adoption of a new divisional slogan, "Paving the Road for Student Success," to promote its mission.

### California Dream Loan

This subsidized loan program, launched in 2017 at CSUF, assists undergraduate students with a valid California Dream Act application. To date, Student Financial Services (SFS) has serviced \$128,736 in loans.

### New Call Center for Students

SFS's customer care center receives more than 3,000 calls and 600 walk-ins per month. In June 2017, SFS created a call center to address phone calls and emails to better allow front-line SFS staff to focus on in-person customer service.

### Customer-centered Process Change for IT Requests

Contracts & Procurement developed a streamlined process in which IT request approvals and vetting for software licensing are now completed first by the Division of Information Technology. Wait times for many of these services were reduced from weeks to days.

### Titan Shops

- Titan Shops was featured in several industry publications highlighting the stores' effectiveness in customer service and providing cost savings for students: "Putting Students First: Making your core customer your core priority" (*The College Store Magazine*, February 2017) and "Titan Payment Plan Offers Savings for Course Materials" (*College Services Magazine*, Summer 2016).
- Through April 2017, students have saved an estimated \$3 million on affordable course material options at Titan Shops during the 2016/17 academic year, bringing the total estimated savings for students to over \$33 million since 2007.





## IN THEIR OWN WORDS

### OUR STUDENT EMPLOYEES ON THEIR WORK

*“A deeper understanding of the word leadership is one of the many valuable things I have learned, mainly while working as a student supervisor in the program. Ensuring the success and well-being of approximately 30 student workers has allowed me to understand the importance in leading a group to function as a more cohesive unit. This position has also given me the opportunity to speak in front of crowds of people during parent orientation and during events about the benefits for working with the CSO Program at the University Police Department. I have been working here since my first day of my freshman year and this is definitely one decision that I do not regret making.”*

**—Richard Ruiz**  
University Police Department CSO

*“My job as a student assistant with Student Financial Services has helped me acquire skills that will be useful as I embark on my future career. I have developed in-depth technical familiarity with programs used widely throughout business environments. Working in customer service has brought my interpersonal communications skills to another level. As a cashier, putting active listening skills to practice is essential. I have found these learned skills to be transferable to all types of work. I have also grown as a professional. Working closely with my coworkers for more than three years has improved my ability to work with a team while maintaining a peaceful and productive environment.”*

**—Salome Pintor**  
SFS Student Assistant

# MANAGING CHANGE: SUSTAINABILITY, INNOVATION, AND REFINING PROCESSES

## SUSTAINABILITY



### Solar Photovoltaic Project (Phase II)

The construction of three new solar Photovoltaic sites provides an additional four megawatts of energy to the campus. (One megawatt can power approximately 250 homes in California). The project is projected to result in approximately \$4 million in savings over a 20-year period.



### Heating & Cooling

- One new, 1200-ton centrifugal chiller was installed, upgrading the aged central cooling plant with an energy-efficient system. With air conditioning consuming a large amount of energy, the chiller allows for greater energy generation at a lower cost. The new chiller integrates with the TriGen Plant, which can produce up to 4.5 megawatts.



- In addition, new hot water piping was installed in the Engineering and Computer Science (ECS) lawn area and between Pollak Library and the Kinesiology and

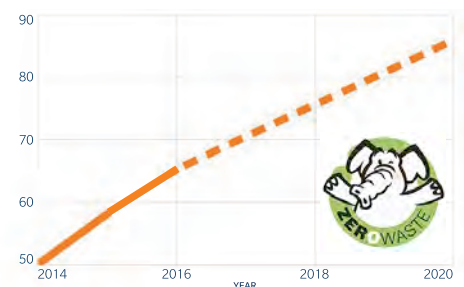
Health Science (KHS) building, creating a loop in the network of pipelines and increasing efficiency.

### Lighting Upgrade

A comprehensive LED lighting upgrade across the entire campus began in 2015. The project's primary objective was to retrofit 25-watt linear fluorescent lamps with 15-watt LED tubes in existing luminaires across campus. This resulted in a 20 percent savings in energy costs since 2015.

### Campus-wide Waste Diversion Project

The project replaced several hundred single waste receptacles on campus grounds, as well as several thousand receptacles inside CSUF buildings, with a dual waste system (recycling and landfill). The project increased the campus' waste diversion from the landfill from 50 percent in 2014, 58 percent in 2015, to 65 percent in 2016. The campus is on track to meet the CSU Policy Goal of 80 percent by 2020.



## INNOVATION

### Parking & Transportation Services

With the challenge of providing enough parking spaces for our predominantly commuter campus, the PTS and AFIT teams worked together to develop a Parking Availability App to provide up-to-date information on the number of spots available at any given moment. With more than 1.7 million views per semester, the app has helped to reduce congestion by directing drivers to open spaces.



### Titan Direct Access Program

Students can obtain more than 400 free course materials through the Campus Portal and TITANIum during the first two weeks of the semester. The materials can also be purchased at a savings of up to 60 percent.

### Concur

Working since 2016 with Concur Technologies, Inc., a leading global provider of integrated travel and expense management solutions, the Division is implementing a system that utilizes both web and mobile solutions to manage travel and procurement card expenses. Concur reduces the amount of administrative PCard processing, eliminates review time of receipts (equivalent to three work days), and streamlines the approval process. Accounts Payable/Travel, Contracts & Procurement, and AFIT have worked together to implement Concur starting in August 2017.

### Facilities Link

Facilities Management and AFIT implemented Phase I of Facilities Link, a space and management work order system for the approximately 20,000 orders placed annually on campus. The system has reduced work orders from 60 days to 30 days, and has increased work order closure rates from approximately 60 to 90 percent.

### Tapingo

ASC Campus Dining brought the Tapingo app for online food ordering, reducing wait times. With 18,600 orders and \$122,700 in sales, Spring 2017 activity has more than tripled since Spring 2016.



*CSUF is one of the largest producers of on-site power in the CSU system as a result of nearly 10 years of hard work and diligence on the part of our Physical Plant employees.*

## SUSTAINABILITY AT CSUF—BY THE NUMBERS

**\$4 million** amount in energy savings from solar power

**1,200** weight—in tons—of the new, energy-efficient centrifugal chiller installed to upgrade the central cooling plant

**20** percent savings in energy costs since 2015 after retrofitting 25-watt fluorescent lamps with 15-watt LED tubes throughout campus

**65** percent of campus waste diverted from landfills—up from 50 percent in 2014





# MANAGING CHANGE: SUSTAINABILITY, INNOVATION, AND REFINING PROCESSES

## REFINING PROCESSES

### Aligning staff skills

Contracts & Procurement restructured its staff and processes to meet the changing needs of the campus community, leading to savings in time and cost for processing transactions.

### Cost-saving Negotiations

Contracts & Procurement renegotiated the university's Xerox Print Services contract, resulting in more than \$70,000 in annual savings.

### Position Management Application

Resource Planning & Analysis developed a new Position Management Application. The Position Budgeting System, implemented in 2017, integrates HR and financial data, leading to streamlined processes, better knowledge sharing, and improved monitoring of funded and unfunded positions. Management is able to do multi-year planning using up-to-date data to better provide the services that students need.

### Maintaining and planning facilities space

Facilities Link, a software Admin & Finance IT customized for CSUF, deployed 89 tablets to be used by Capital Programs & Facilities Management in the field for maintenance and space planning, keeping facilities' needs and statuses up-to-date for a quicker turnaround.

### Recognition for Environment Health & Safety (EH&S)

- EH&S received the 2017 Innovation Award of Merit from the Campus Safety Health and Environmental Management Association for its work in reducing costs while enhancing student success. EH&S saves \$90,000 on an annual basis due to the consolidation of chemicals generated and stored on campus. This innovative technique has led to opportunities for training student employees on hazardous waste operations, personal protective equipment, medical monitoring, and lab safety—resulting in student employee graduates who are more marketable to employers. Students have secured positions in various

companies and universities as safety technicians, hazardous materials specialists, and environmental health and safety specialists.

- EH&S received a grant from the CSU Risk Management Authority to help implement an eCompliance Chemical Inventory/Barcoding Tracking software. The software allows for the identification of all chemicals on campus in a database accessible by researchers, student assistants, employees, and emergency responders. The system assists in proper disposal of retrograde chemicals and reduces costs associated with chemical purchases by allowing researchers to inform each other when they have chemicals available for use.

### IN THEIR OWN WORDS

*"We are one of the few campuses that have students consolidate chemicals. This requires us to don a full face respirator and Tyvek suit in order to protect ourselves from chemicals. This is one of the highlights of the job, and is definitely a skill that will stand out when I apply for future jobs. One of the most important things I've learned from this job is to take initiative. I created new projects around the office and offered to help those who needed it. By taking the initiative to do so, it benefited the department and those around me, and I learned a thing or two myself."*



—Lauren Maruya  
Environmental Health & Safety Student Assistant

# WHO WE ARE: OUR PEOPLE

## STAFF CULTURE

The Division employs 1024 staff members—the largest on campus—with diversity consistent with CSUF student demographics (see chart below).

Active in the community, departments such as University Police participate in the annual Special Olympics Torch Run, and many of our staff have received university and industry awards.



The Division holds annual meetings and outings in appreciation of the dedication and teamwork that each member contributes to CSUF.

In 2016-17, the Division also employed 491 students who play an essential role in providing support to our services. They learn a variety of skills and often go on to pursue careers in similar fields. In 2017, 39 Titan Shops student employees graduated with an average tenure of 2.2 years of employment.



ASC's Titan Bites App, which notifies students when free food becomes available on campus, was the brainchild and work of the Division staff. It is part of CSUF's ongoing efforts to address food and housing insecurity—following a report that 21 percent of students across CSU campuses lacked regular access to meals.

## WHY WE DO WHAT WE DO



Some staff members discuss working at the Division:

*"We are a place where we celebrate and support 1st-generation university students."*

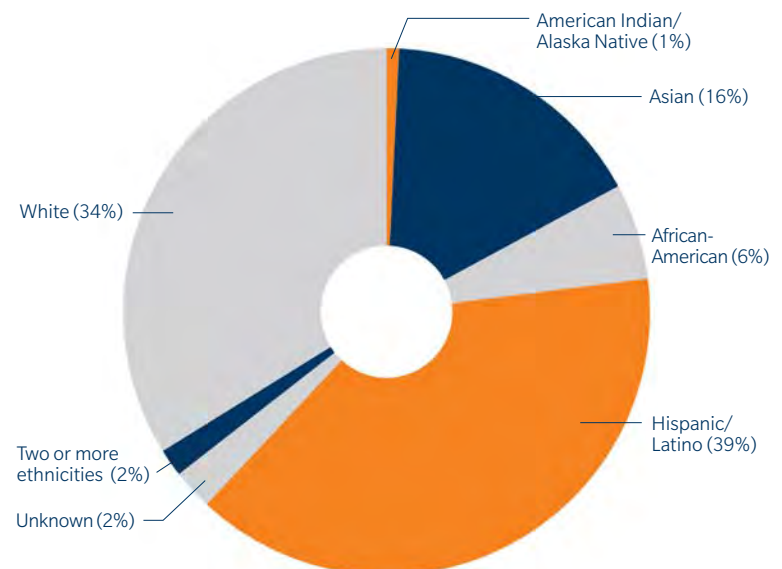
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*"We may face difficulties or the work may not be glamorous, but the reward is knowing that there is a direct impact to students."*

\*\*\*

*"Here at CSUF, there is room for everyone to be who they are. The students, staff, and faculty are compassionate and genuinely want to help every student get to a place of success."*

## STAFF DEMOGRAPHICS





# LOOKING AHEAD ON THE ROAD TO SUCCESS

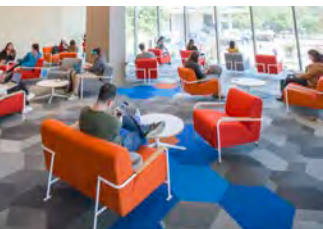
## PROJECTS UNDERWAY

### Master Plan

The University is in the early stages of preparing a major update to the Campus Physical Master Plan, last updated in 2003. The Master Plan is the basis for developing the physical campus environment in support of the Academic Mission. It begins by looking at where we are now, where we want to go, and how we get there, including our enrollment ceiling. It encompasses enrollment, space and facility needs, traffic and parking, demographics, land use, housing, athletics, sustainability, and relationships with the community.

The Master Plan process will take approximately 18 months to complete, and will gather input from all facets and stakeholders. It will include several public forums to gather input and present various plan concepts, then narrow down to a single

plan. Currently the process is in its beginning stages, with the selection of an architect/engineer team.



### Campus Improvements

In line with CSU's GI2025, the division has slated four dozen classroom renovations, new parking mitigation programs, campus grounds beautification projects, energy efficiency programs, and more.

### 60th Anniversary

As we gear up for CSU's 60th anniversary festivities, the Division will be supporting the President's Office and other divisions to ensure secure and prepared facilities and grounds.

### Parking Mitigation Efforts

Parking & Transportation Services continues to measure turnover rates in order to provide more efficient parking options for students, including more effective parking zone assignment.





## CSU GRADUATION INITIATIVE 2025

The 2016-2017 school year is the first in which the Division formally integrated the Graduation Initiative 2025 (GI2025), California State University's ambitious initiative to increase graduation rates for all of its students while eliminating opportunity and achievement gaps.

As you have seen throughout the pages of this report, the Division contributed by identifying and mitigating administrative barriers when students conduct university business, providing excellent customer service to students, and maintaining physical environments that are conducive to learning and studying. We examined our performance from students' perspectives through the Customer Satisfaction Survey. We also streamlined student billing processes, improved campus safety by installing additional security cameras and more lighting, and generated 1,500 additional parking spaces to address the need expressed by students, faculty, and staff.

The Division of Administration and Finance will continue to work towards improving its processes and services to remove administrative barriers for students bringing the university closer to reaching its goals by 2025.

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