

**Delaware College of Art and Design
Institutional Assessment 2008-2013
Department Planning and Evaluation**

Finance and Administration Assessment Plan

Location: Main Campus

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The Department of Finance and Administration of the Delaware College of Art and Design is comprised of:

- Business Office (Financial Operations)
- Facilities
- Human Resources
- Information Technology
- Student Financial Services
- Communications

These departments are responsible for important administrative and support functions which directly affect the achievement of the College's mission and strategic plan goals. In order to ensure that the division is meeting its obligations to further the College's mission a strategic objectives, a systematic planning assessment process is used for the division. The process consists of four elements: 1) unit-level goals are established that align with the Mission and Strategic Plan; 2) strategies are identified to achieve those goals; 3) a periodic assessment is made of how well the goals are achieved; and 4) the results are used to inform planning and resource allocation decisions with the aim of improving programs and services.

Department Mission

The mission of the Finance and Administration Division is to ethically provide stewardship in the efficient use of College's financial, physical and human resources.

Overall Goals of the Department of Finance and Administration

Goal 1: Meet reporting and compliance requirements – as an accredited college we are required to comply with a myriad of federal, state and local laws and regulations. The department goal is to maintain compliance with laws and regulations dealing with the use of funds, employee hiring, administration, and compliance with building codes.

Goal 2: Resource Availability – the division has the responsibility for ensuring the availability of resources to enable the College to achieve its mission and strategic plan.

Goal 3: Internal Controls – the division has lead responsibility for a system of processes and procedures to ensure appropriate use of the College’s resources and the safeguarding of assets. The department goal is to develop and maintain an effective system of internal controls.

This department’s goals support the goals of the College’s strategic plan and are also consistent with relevant Fundamental Elements identified in the Characteristics of Excellence.

Mapping of Finance and Administration Goals to Strategic Plan & Characteristics			
	F & A Goal	Strategic Plan Goals	MSCHE Characteristics of Excellence
1	Maintain compliance with laws and governmental regulations	1, 2 3, 4, 5	2, 3, 6, 8
2	Develop and maintain effective system of internal controls	3, 4, 5	2, 3, 5, 6, 8
3	Ensure availability of plant, IT and human resources	1, 2, 3, 4, 5	2, 3, 5

The Department of Finance and Administration is directly responsible performing the financial operations, facilities management, and human resources functions of the college. This department is also responsible for the administration of departments that support this department’s goals. These departments include information technology and student financial services which is comprised of the Financial Aid Department and the Bursar’s Office. The Finance and Administration Office also oversees the Communications Department. The following table shows how the department goals are consistent with the goals of Finance and Administration, supports the College’s Strategic Plan goals, and reflects the Middle States Standards of Excellence Fundamental Elements.

Financial Operations (F&A)

Mapping of Department Goals			
Department Goals	F & A Goal	Strategic Plan Goals	MSCHE Characteristics of Excellence
1. Proper use and accounting of funds	1, 2	5	3
2. Effective planning and budgeting process	2, 3	5	2, 3
3. Effective control of cash accounts	1, 2	5	3
4. Manage cash flow to optimize cash balances.	2, 3	5	3

Facilities (F & A)

Mapping of Department Goals			
Department Goals	F & A Goal	Strategic Plan Goals	MSCHE Characteristics of Excellence
1. Ensure availability of facilities	3	1, 2, 4, 5	2, 3
2. Operate facilities effectively and efficiently	2, 3	4	3

Human Resources (F&A)

Mapping of Department Goals			
Department Goals	F & A Goal	Strategic Plan Goals	MSCHE Characteristics of Excellence
1. Maintain a system of personnel resource allocation that ensures adequate faculty, staff and administration is available and aligns with the College's Strategic Plan	1, 2, 3	3, 5	3, 5, 6
2. Provide adequate faculty and staff professional development	3	4, 5	1, 4

Information Technology

Mapping of Department Goals			
Department Goals	F & A Goal	Strategic Plan Goals	MSCHE Characteristics of Excellence
1. Ensure availability of key information technology resources to enable college operations and achievement of Strategic Plan Goals	3	1, 2, 3, 4, 5	2, 3
2. Provide information technology resources in a manner that is efficient, effective, and satisfactory to users.	1, 2	5	2, 3
3. Maintain effective internal controls	1, 2	4	2

Student Financial Services

Mapping of Department Goals			
Department Goals	F & A Goal	Strategic Plan Goals	MSCHE Characteristics of Excellence
1. Optimize prudent use of financial aid	3	1, 4, 5	3, 6, 8
2. Provide services in efficient and effective manner	2, 3	1, 4, 5	3, 8
3. Effective internal controls	1, 2	3, 5	3

Communications

Mapping of Department Goals			
Department Goals	F & A Goal	Strategic Plan Goals	MSCHE Characteristics of Excellence
1. Increase visibility in the community	3	1	3
2. Maintain a consistent institutional identity	3	3	3, 6
3. Maintain current and effective website	3	3	3

FINANCIAL OPERATIONS

Goal	Functional Area	Responsibility	Methodology (Strategy)	Resource(s)	Measure	Outcome (expected)	Timeline for assessment
1. Ensure proper recording and reporting of funds		Chief Administrative Officer	<ul style="list-style-type: none"> a. Implement accounting procedures to ensure accurate recording of transactions b. Maintain a system of internal control over financial transactions 	<ul style="list-style-type: none"> Direct effort Funds for CPA firm Funds for additional accounting staff 	Annual Audit Findings	<ul style="list-style-type: none"> a. Accounting procedures are reliable b. Proper controls in place 	<ul style="list-style-type: none"> August: Update on actions taken March: Annual Assessment Report
2. Maintain an effective financial planning and budgeting process aligned with the College's mission and strategic plan		Chief Administrative Officer	<ul style="list-style-type: none"> a. Develop and update current year and multi-year financial projections b. Distribute budgets in a timely manner once approved c. Provide monthly budget actual regularly d. Budget planning tied to assessment 	Direct effort	<ul style="list-style-type: none"> a. Audited Financial Statements b. Budget approved in June board meeting c. Monthly budget actuals d. Strategic Goal Committees and Departs submit actions that require financial resources for annual budget process 	<ul style="list-style-type: none"> A budget that is communicated to all constituents, is balanced and related to the College's Mission and Goals Financial resources that enable the College to achieve its plans for the future 	<ul style="list-style-type: none"> August: Update on actions taken March: Annual Assessment Report
3. Ensure that there are effective controls over cash accounts		Chief Administrative Officer	<ul style="list-style-type: none"> a. Timely monitoring and reconcile each bank account b. Ensure appropriate segregation of duties 	Direct effort	<ul style="list-style-type: none"> a. Annual Audit – Bank Reconciliations b. Annual Audit 	<ul style="list-style-type: none"> a. No material weaknesses are identified in internal controls by annual audit 	<ul style="list-style-type: none"> August: Update on actions taken March: Annual Assessment Report
4. Manage cash flow to optimize cash balances		Chief Administrative Officer	<ul style="list-style-type: none"> a. Make timely transfers to maximize interest 	Direct Effort	<ul style="list-style-type: none"> a. Interest income b. Returned checks – insufficient funds 	<ul style="list-style-type: none"> a. Increased interest on operating accounts 	<ul style="list-style-type: none"> August: Update on actions taken March: Annual Assessment Report

FACILITIES

Goal	Functional Area	Responsibility	Methodology (Strategy)	Resource(s)	Measure	Outcome (expected)	Timeline for assessment
1. Ensure that adequate facilities are available to support the College's Mission and Strategic Plan	Fiscal and Human Resources	Chief Administrative Officer	<ul style="list-style-type: none"> a. Transformation of classroom to writing / tutoring b. Transformation of photo color processing lab to digital print lab c. Prepare classrooms and studios to support student laptop requirement d. Develop facilities master plan e. Develop and maintain a capital budget for deferred maintenance f. Rent appropriate off-site housing 	<ul style="list-style-type: none"> a. Direct effort, funds for computers and desks b. & c. Funds for limited construction and additional color printer d. Funds for Architecture Firm, Direct Effort e. Direct effort f. Funds and direct effort 	Set and meet timeline milestones for each project	<ul style="list-style-type: none"> a. Writing /Tutoring Center functional by fall 2012 b. Digital Print Lab fully functional by fall 2013 c. Classrooms prepared for student laptop requirement by fall 2013 d. Facilities Master Plan complete by fall 2011 e. Capital budget for deferred maintenance complete by fall 2012 f. Accommodate all housing requests in support of enrollment growth 	<ul style="list-style-type: none"> August: Update on actions taken March: Annual Assessment Report
2. Operate facilities effectively and efficiently	Fiscal and Human Resources	Chief Administrative Officer	<ul style="list-style-type: none"> a. Control expenditures b. Achieve high level of constituent satisfaction 	<ul style="list-style-type: none"> a. Direct effort to address facilities issues 	<ul style="list-style-type: none"> a, Department 950 Budget dollars b. 2012 Student survey - Satisfaction 	<ul style="list-style-type: none"> Minimal annual increase in expenditures for Operations and Maintenance of Plant (target less than 5%) while maintaining constituent satisfaction. 	<ul style="list-style-type: none"> August: Update on actions taken March: Annual Assessment Report

HUMAN RESOURCES

Goal	Functional Area	Responsibility	Methodology (Strategy)	Resource(s)	Measure	Outcome (expected)	Timeline for assessment
1. Maintain a system of personnel resource allocation that ensures adequate faculty, staff, and administration is available and aligned with the College's Strategic Plan	Fiscal and Human Resources	Chief Administrative Officer	a. Develop yearly staffing plans	Direct Effort, Funds	Staffing plans supported by budget	Staffing decisions are aligned with the Strategic Plan and Department Goals	August: Update on actions taken March: Annual Assessment Report
2. Provide adequate faculty and staff professional development	Fiscal and Human Resources	Chief Administrative Officer	(3) A.C's attend professional development annually (alternate between departments) (3) departments to attend accreditation training annually (alternate between departments) 2 on-site accreditation workshops annually (consulting budget)	Direct effort, Funds for travel and consulting	Number of faculty attending professional development Number of Faculty/Staff attending accreditation conferences Number of on-site accreditation workshops	Each area coordinator attends professional development program /conference Each area coordinator/ department attends accreditation conference and/or workshop	August: Update on actions taken March: Annual Assessment Report

INFORMATION TECHNOLOGY

Goal	Functional Area	Responsibility	Methodology (Strategy)	Resource(s)	Measure	Outcome (expected)	Timeline for assessment
1. Ensure availability of key information technology resources to enable college operations and achievement of Strategic Plan Goals	Information Technology	Chief Administrative Officer	<ul style="list-style-type: none"> a. Complete implementation of new Financial Aid packaging software b. Additional band width c. New servers with appropriate software d. Centrally managed wireless system e. Replace area coordinator desk tops with laptops 	<ul style="list-style-type: none"> Funds Direct Effort of IT Coordinator 	<ul style="list-style-type: none"> a. Software implementation schedule b, c, d. Laptop implementation schedule e. IT Budget Plan 	<ul style="list-style-type: none"> a. Complete by Fall 2011 b. Complete by Spring 2011 c. Complete Spring 2011 d. Complete Spring 2012 e. Complete by 2013 	<ul style="list-style-type: none"> August: Update on actions taken March: Annual Assessment Report
2. Provide information technology resources in a manner that is efficient, effective, and satisfactory to users.	Information Technology	Chief Administrative Officer	<ul style="list-style-type: none"> Issues are resolved in a timely and satisfactory manner. Appropriate hardware and software for all constituents 	<ul style="list-style-type: none"> Direct effort Funds to hire lab technician Funds for hardware, software and IT consulting 	<ul style="list-style-type: none"> a. Faculty/staff Survey b. Student Survey c. IT Budget Plan 	<ul style="list-style-type: none"> a. Increase satisfaction by 3% per year b. Increase satisfaction by 2% per year c. Replacement plan and new purchases that support strategic initiatives 	<ul style="list-style-type: none"> August: Update on actions taken March: Annual Assessment Report

STUDENT FINANCIAL SERVICES

Goal	Functional Area	Responsibility	Methodology (Strategy)	Resource(s)	Measure	Outcome (expected)	Timeline for assessment
1. Optimize availability and prudent use of financial aid to prospective students	Enrollment	Director of Financial Aid	<ul style="list-style-type: none"> a. Transition for Direct Lending for fall 2010 b. Transition to PowerFAIDS software for packaging c. Dollar amount of total aid awarded within budget 	<ul style="list-style-type: none"> a. Direct effort b. Direct effort c. Direct effort 	<ul style="list-style-type: none"> a. Schedule for transition b. Schedule for implementation c. DCAD Need Grant budget vs. actuals 	<ul style="list-style-type: none"> a. College successfully transitions to Direct Lending b. College transitions to PowerFAIDS for full integration by fall 2012 c. Maintain tracking of awarded vs. actual to accurately project annual award total for budget 	
2. Provide financial aid services to students in a manner that is efficient and satisfactory to users	Student Services	Director of Financial Aid	<ul style="list-style-type: none"> a. Increase use of electronic notifications rather than U.S. mail to provide timely communications b. Maintain up-to-date financial aid information on the DCAD website c. Build financial aid literacy through the quarterly Financial AID Newsletter 	<ul style="list-style-type: none"> a. Direct effort 	<ul style="list-style-type: none"> a. Award packages b. Materials on website c. Student Survey 	<ul style="list-style-type: none"> a. All award packages emailed by fall 2010 b. Financial Aid information is updated annually c. Increase student satisfaction with financial aid services by 5% 	
3. Maintain internal controls over granting and administration of financial aid to ensure appropriate use of resources and compliance with Title IV requirements	Governance and administration	Director of Financial Aid	<ul style="list-style-type: none"> a. Implement and maintain procedures to ensure accurate awarding and administration of financial aid awards and disbursements b. Maintain a system of internal control over financial transactions 	<ul style="list-style-type: none"> a. Direct effort 	Annual A-133 audit	<ul style="list-style-type: none"> a. Unqualified Opinion is expressed in annual A-133 audit report b. No material weaknesses are identified in internal controls in annual A-133 audit 	

Communications

Strategic Goal I: Grow existing programs and Strategic Goal III: Build Infrastructure

Goal	Functional Area	Responsibility	Methodologies	Resources	Measures	Outcomes	Timeline
1. Increase positive visibility	Communications and Marketing	Director of Communications	Press releases Print and broadcast advertising Use of web site Community involvement	Direct effort Funds for advertising Funds for website	Number of media mentions Attendance at DCAD exhibitions	Higher profile in the community Increased enrollment in the degree and continuing education program	

Strategic Goal III: Build infrastructure

Department Goal	Functional Area	Responsibility	Methodologies	Resources	Measures	Outcomes	Timeline
2. Maintain consistent institutional identity	Communications and Marketing	Director of Communications	Create DCAD style book to provide guidelines for all published materials	Direct effort	Progress towards completion Donor/Mission Survey	Increased awareness and confidence in DCAD's institutional reputation Increased editorial coverage, invitations to participate in special programs	
3. Maintain a current and up-to-date website	Communications and Marketing	Director of Communications	Continuous communication with faculty, students and staff Update information on the website regularly and add new features such as virtual tour Maintain a current email distribution list	Direct effort Funds for student worker to assist in maintaining website Funds for new features on website.	Web hits	Increased awareness of news and events at DCAD Increased attendance at events	