California State University – San Marcos

Financial Operations Review

July 23, 2021

berrydunn.com

Table of Contents

1.0 Executive Summary

California State University San Marcos (CSUSM) engaged BerryDunn to conduct an internal controls review of its Travel, Hospitality, Direct Pay, and Procurement Card (ProCard) processes. In this work, BerryDunn reviewed applicable policy and procedure documents, facilitated assessment discussions with processors and stakeholders, and conducted internal control walkthroughs of one or two transactions in each the four in-scope areas representing CSUSM and its three auxiliaries.

CSUSM has been focused on improving and strengthening its financial internal controls and procedures over the past 18 months. Changes have been made to address prior concerns related to fraud and internal control risk, as well as to adapt to paperless processes for COVID-19. Additional information on the changes made by CSUSM can be found at the following link: www.csusm.edu/president/initiatives/fiscalstewardship

Based on BerryDunn's work and experience, the policies, procedures, and control expectations established in the four in-scope areas are appropriate and consistent with best practices. To best realize and sustain these control expectations, CSUSM should focus on further strengthening practices in relation to the themes identified in the bullets below:

- **Training –** CSUSM should expand training efforts to refresh all users of these areas to help reduce confusion around expectations, allowability, and procedures. Going forward, training should be provided both annually and on a periodic basis as changes occur to refresh knowledge and answer questions. Training should be required and enforced for approving officials, and managers should be responsible for reinforcing training expectations for applicable roles. Templates and user guides should be developed for training and made accessible as additional resources.

- **Alignment and Conformity –** CSUSM should bring department and entity processes into alignment to help minimize confusion around allowability and exceptions to policies and procedures. This alignment will also help to support the transparent and equitable application of policies across CSUSM and address potential risks with exceptions to policies that were noted. Going forward, exceptions should be minimized. When exceptions are warranted, they should be appropriately documented and processed only with written approval from appropriate individuals.

- **Communication –** CSUSM should develop communication for all users to set expectations for policies and procedures in the four process areas. Communication should also highlight how specific changes impact individuals. Multiple changes have taken place in these areas over the last 18 months that have created confusion for end users, and additional communication will help users understand and adapt to changes and expectations.

- **Documentation –** CSUSM should develop updated resources (such as more user-friendly guides with specific examples or frequently asked questions (FAQ)). Revised aids that outline allowability or process steps will help with user adoption of the changes and help users adhere to expectations.

- **Use of Software –** CSUSM should evaluate software applications, including Concur, Adobe Sign, and Wufoo, as these applications present opportunities to streamline requests and expenses in these four areas. Refinements are needed to each of these applications to make them more user-friendly, take advantage of unused functionality, and minimize exceptions to policies.

In this report, BerryDunn has identified observations, examples, and recommendations to strengthen internal controls and further improve process efficiency. We also considered approval thresholds for each of the process areas and recommendations pertaining to review and approval changes. The details of these recommendations are found in Section 3.0.

This work was not intended to be an audit of any kind, and BerryDunn has not conducted testing that would be performed in an audit.

With the easing of COVID-19 restrictions, the implementation of Concur, and a new Chief Financial Officer (CFO) coming on, CSUSM is presented with an important opportunity to reinforce the themes introduced above.

CSUSM should prioritize training and communication efforts. These efforts should address roles and responsibilities for both approvers and processors as well as reinforce expectations of accountability for each role. As transaction activity starts to pick up in these four areas, CSUSM should monitor and periodically evaluate processes and practices for compliance, effectiveness of training, and further opportunities for improvement.

CSUSM should read and understand this document in its entirety. Recommendations should then be evaluated in light of the identified priority level and CSUSM management priorities. Appropriate action plans should be developed, and a communication plan should be established to track progress.

BerryDunn would like readers to understand that this report is critical by nature and might not reflect the many strengths of CSUSM's operations that we observed. CSUSM stakeholders displayed a strong desire for continuous improvement for CSUSM's internal controls and policies to help ensure that all funds entrusted to it are used ethically, prudently, and for their designated purpose.

The BerryDunn team would like to acknowledge and thank the leadership, staff, and stakeholders at CSUSM for their cooperation and participation in this project.

2.0 Project Overview

As part of CSUSM's effort to help ensure that all funds entrusted to it are used ethically, prudently, and for their designated purpose, CSUSM requested an external firm provide an objective assessment of financial internal controls. Specifically, BerryDunn collaborated with CSUSM to review and assess internal controls in the following areas for CSUSM, CSUSM Corporation (Corporation), CSUSM Foundation (Foundation) and Associated Students, Inc. of CSUSM (ASI):

- Direct Pay

- Hospitality

- ProCard

- Travel Management

2.1 Objectives

CSUSM strives for continuous improvement for its internal controls and policies. CSUSM's goals include helping to ensure quality and effectiveness of financial processes and promoting ethics and values throughout the organization.

In alignment with the CSUSM's goals, BerryDunn completed a policy and internal controls review with a focus that included helping CSUSM strengthen internal controls, promote quality and effectiveness of financial processes, and promote ethics and values. Observations and recommendations for strengthening internal controls are provided in this report for each of the four in-scope areas noted in Section 2.0.

2.2 Approach

This work was not intended to be an audit of any kind, and BerryDunn has not conducted testing that would be performed in an audit. BerryDunn's work for the internal control review consisted of the following activities:

Planning

A kickoff meeting was held with the core project stakeholders where we discussed project objectives and specifics for planning. During this time, work sessions and interviews were scheduled with identified stakeholders. Additional kickoff meetings were held with the Faculty Senate, ASI Student Government, and the Board of Trustees. A project announcement was also released at the beginning of the project to help make stakeholders aware of the project and set the foundation for what to expect from BerryDunn.

Documentation Review

BerryDunn requested relevant process information from CSUSM and the four in-scope areas. BerryDunn reviewed information such as policies, procedures, and organization charts prior to our work sessions and interviews with stakeholders.

Internal Control Review and Approval and Dollar Threshold Analysis

Work sessions were conducted virtually with staff responsible for processing and customer/stakeholders from functional area/business units representing each of the four in-scope areas. The purpose of the work sessions was to review background documentation, gain an understanding of CSUSM's current environment, and identify strengths and opportunities for continuous improvement in each area. A full participant list for the interviews and work sessions is in Appendix A.

Once stakeholder interviews were completed, BerryDunn conducted an internal control walkthrough of each area. This included following one or two transactions through the various processes and reviewing for the internal controls that compose each in-scope area. We utilized notes from our inquiries with key stakeholders in conjunction with the documented policies and procedures to identify the steps and key controls in each in-scope area. BerryDunn worked with Accounts Payable, the Travel Office, and key representatives from ASI and the Corporation to obtain the appropriate supporting documentation for our review. Our review included evaluating supporting documentation for adherence to the applicable policies and required approvals.

BerryDunn also analyzed approval thresholds for each of the process areas. This included review of policies and procedures, consideration of information learned during processor/stakeholder interviews, and review of transactions to support the internal control walkthroughs.

Analysis and Report Development

Following the assessment work, BerryDunn analyzed the information obtained to provide recommendations for improvement of internal controls and processes for the in-scope areas. These recommendations are in Section 3.0 of this report.

3.0 Observations and Recommendations

Observations and recommendations for each of the four focus areas of Direct Pay, Hospitality, ProCards, and Travel Management are presented below. BerryDunn's recommendations were developed as a result of the assessment work and BerryDunn's experience with internal control assessments and practices in higher education.

3.1 Observations and Recommendations Applicable to All Areas

This section summarizes common themes that are applicable to all four of the in-scope areas. The term "process" in this section is used to indicate any process or component of a process that is associated with these four in-scope areas.

BerryDunn's recommendations in this section are classified by priority levels of 1 – 3 to assist CSUSM management with prioritizing remediation efforts. BerryDunn's priority levels are provided to assist management in understanding the assessment results and for discussion purposes. It is management's responsibility to consider CSUSM operations and risks, and implement or modify appropriate controls to address these recommendations.

Level 1 Priority Items: The recommendations below present potential control risks, and most warrant management attention:

- **Training –** Training opportunities are present at CSUSM; however, formal annual user training is not currently taking place to instruct users on how to prepare documentation for these four processes. When errors are noted in documentation provided by users, those responsible for review provide coaching and feedback to users on an individual basis. Many stakeholders reported that users must often ask multiple questions or research processes on their own. Consistent training helps to enforce consistent expectations and to minimize the time spent on one-on-one feedback after errors are noted.

  Recommendation: Formal training should be provided on a recurring basis to help maintain consistency across CSUSM. Training can be live and/or recorded to help leverage resources and accommodate user schedules. Training should be required and enforced for approving officials, and managers should be responsible for reinforcing training expectations for applicable roles.

- **Alignment and Conformity –** CSUSM policies and interview results confirmed that while policies and procedures set expectations for applicability, numerous exceptions existed for entities and groups within those entities. These exceptions resulted in confusion regarding allowability and enforcement of the policies and procedures.

  Recommendation: In order to have transparent and equitable application of policies and procedures, CSUSM should evaluate and eliminate exceptions where possible. If exceptions are required, policy and procedure documentation should be reviewed and adjusted to reflect these exceptions. Any exceptions should be processed only with

*documented approval and reason for the exception provided by the requestor's
supervisor that is retained with the submission packet.*

Level 2 Priority Items: The recommendations below present potential control or process
improvements and should be addressed as part of CSUSM's operational plans:

- **Communication –** When changes occur to a process, the change is typically
  communicated to users via email. Users noted that they could miss the update or often
  not understand what change is occurring or how it impacts them. Missing important
  communications on process changes could result in frustrations when items are
  declined, re-work is required, or mistakes are made in the review process.

  *Recommendation: When communicating changes to process or policies, it is important
  to also include the impact of the change to the user. CSUSM should consider methods
  other than email to communicate the changes to the users, such as formal training, town
  halls, staff meetings, or release of updated training videos and other resources.*

- **Documentation –** Navigation and use of process websites were reported to be
  cumbersome for customers/users and not valuable in providing practical guidance for
  completing required steps in the process. Users discussed that the publicly available
  information on CSUSM's website explained the process requirements at a high level but
  was not clear and detailed enough to guide users on completing required documentation
  correctly, or provide information to users on what was allowable or not.

  *Recommendation: Create detailed job aids, FAQs, and/or training materials, to make
  available on internal-facing website, that provide clear and useful information for users
  completing documentation for these processes. Documentation should include
  requirements for completing and approving submissions, requirements for supporting
  evidence, instructions on how to fill out forms correctly, and lists of examples of
  approved and unapproved items to help maintain consistency across the campus.*

Level 3 Priority Items: The recommendation below presents a best-practice opportunity and
could be addressed at management's discretion:

- **Use of Software –** Adobe Sign functionality does not allow a user or reviewer to make
  adjustments to a submitted form. If errors are noted, the reviewer must reject the form in
  its entirety, and the user must resubmit a new form. This is both inefficient and also
  frustrating for users. Additionally, users reported the potential opportunities for additional
  functionality in Wufoo and Concur applications that could potentially make these
  processes more user-friendly.

  *Recommendation: As CSUSM considers future streamlining and improvements to
  these four financial processes, there is an opportunity to reevaluate the tools that
  support them, including Adobe Sign, Wufoo, and Concur. All these applications may
  have additional strengths (in current or future functionality) that should be considered to
  help improve user experience.*

3.2 Direct Pay Process

This section summarizes observations and recommendations associated with direct pay and the related processes at CSUSM. Observations and recommendations are based on BerryDunn's assessment interviews with processors and stakeholders, process documentation review, and internal control walkthrough of example transactions selected.

3.2.1 Direct Pay Observations and Recommendations

In this section we note major themes observed, with supporting examples. Observations are noted in order of relative priority.

- **Exceptions –** BerryDunn observed opportunities to eliminate exceptions and consistently enforce policies with respect to direct pay. An example of a common exception noted was not consistently enforcing the 90-day policy for reimbursements across CSUSM entities or departments. This 90-day requirement needs to be enforced consistently across entities and departments. Any exceptions should only be processed with documented approval provided by the requestor's supervisor that is retained with the reimbursement packet.

- **Other Observations –** As CSUSM considers future streamlining of direct pay processes, there is an opportunity to reevaluate cell phone expense reimbursement amounts and the approval process to create additional efficiencies. Each department is allowed to set its own reimbursement amount, as long as it does not exceed the CSU threshold for maximum reimbursement. Reimbursement of different amounts contributes to more time reviewing approvals for allowability and results in inconsistencies from department to department. Cell phone bills are also difficult and time-consuming to review.

3.2.2 Direct Pay Approval Threshold Review

BerryDunn conducted a review of approval thresholds related to direct pay processes and did not identify additional recommendations to what is noted above.

3.3 Hospitality Process

This section summarizes observations and recommendations associated with hospitality and the related processes at CSUSM. Observations and recommendations are based on BerryDunn's assessment interviews with processors and stakeholders, process documentation review, and internal control walkthrough of example transactions selected.

3.3.1 Hospitality Observations and Recommendations

In this section we note major themes observed, with supporting examples. Observations are noted in order of relative priority.

- **Training –** BerryDunn observed opportunities to enhance the knowledge and skillset of those approving hospitality expenses. Approvers generally struggle to conduct an informed review for allowability, as policies are difficult to interpret. Individuals authorizing hospitality purchases often do not have the necessary training. Anyone approving hospitality expenses should receive regular training on the policies and requirements to make consistent and informed decisions. Additionally, CSUSM should provide more training to consumers to help ensure that they are adhering to the policies and procedures as well.

- **Exceptions for ASI –** The CSU Chancellor policies allow for auxiliaries to have specific policies for hospitality as long as they are more restrictive than the CSU policy. ASI has a current hospitality policy or process that is implemented and is largely processing hospitality expenses outside of CSU requirements. ASI and CSUSM should work collaboratively to update and consistently follow a hospitality policy that is consistent with the CSU policy while providing flexibility that meets the needs of ASI.

- **Documentation –** To help address significant confusion by users, approvers, and processors over what qualifies as a hospitality expense, CSUSM should develop more detailed documentation and resources. The following examples of opportunities were noted:

  o Documentation lacks specificity and examples, making it difficult to interpret what is allowable within the policy. Developing resources such as FAQs, desktop guides, or specific examples that are user-friendly would assist those involved with completing, approving, or processing hospitality forms to understand policies and allowability. Tailoring documentation specific to stakeholder groups, such as users, approvers, and processors, would make the materials most effective.

  o It is common for expenses that should be categorized as hospitality to not be tracked. To help users consider hospitality proactively, CSUSM should evaluate options for adding hospitality considerations to existing Travel Request and Expense Reimbursement Forms. There are existing system limitations to making this option available in PeopleSoft and the current configuration of Concur, but Adobe Sign should be evaluated for this change, as well as future functionality considerations in Concur.

- **Approved Amounts –** There were instances noted where the actual expense amount was higher than the approved amount. To improve internal controls, Accounts Payable staff should review actual against approved amounts and question expenses that are materially different from approved amounts. The requestor's supervisor should be informed of the difference and be required to approve material expenses beyond the original amount.

- **Other Observations –** As CSUSM considers future streamlining of hospitality processes, there is an opportunity to reevaluate budget tracking to create additional efficiencies. Because there is currently no system of record for pre-approved hospitality expenses or blanket hospitality forms, it can be difficult for an approver to have the most

up-to-date information to appropriately manage their budget. CSUSM should review this and consider a centralized solution to assist approvers and departments with tracking budgets.

3.3.2 Hospitality Approval Threshold Review

BerryDunn conducted a review of approval thresholds related to hospitality processes and did not identify additional recommendations to what is noted above.

3.4 Procurement Card Process

This section summarizes observations and recommendations associated with ProCards and the related processes at CSUSM. Observations and recommendations are based on BerryDunn's assessment interviews with processors and stakeholders, process documentation review, and internal control walkthrough of example transactions selected.

3.4.1 Procurement Card Observations and Recommendations

In this section we note major themes observed, with supporting examples. Observations are noted in order of relative priority.

- **Training –** BerryDunn observed multiple opportunities to enhance training with respect to ProCards. The following examples of opportunities were noted:

  - Currently, ProCard training is not completed on a regular basis by cardholders or approvers. Training should be required for ProCard-approving officials on an annual basis. The ProCard administrator should be responsible for tracking and enforcing the training requirement. Training should also be made available to all users to help them stay properly informed and knowledgeable.

  - Training provided to cardholders should include specific examples of how to sufficiently document business justification to help facilitate approvals. We noted that business justification questions or denials caused some stakeholders to use non-preferred purchase methods, such as direct payment or absorbing the costs themselves. Reviewers should also continue providing coaching guidance to cardholders to communicate questions and impart learning opportunities.

  - Administrative Coordinators (ACs) frequently receive requests to make ProCard purchases on behalf of their supervisors, which can put ACs in an uncomfortable position to consistently enforce policies and question allowability of transactions for their superiors. Regular training and reinforcement of allowable transactions and responsibilities in the process will help to normalize the role of ACs and educate requestors on allowability as well.

- **Exceptions –** BerryDunn observed opportunities to eliminate exceptions and consistently enforce policies with respect to ProCards. An example exception noted:

  - Athletics had a ProCard travel expense where an attendance list for a meal was not provided, but the payment was still processed. CSUSM should provide

additional training and enforce expectations for those reviewing transactions to help ensure that policies and procedures are adhered to consistently, and only transactions with documentation that meets the requirements are approved for processing.

- **Infrequent Usage –** There are many active ProCards that are not used consistently by individuals or departments. An annual usage audit of ProCards should be conducted to help identify inactive or infrequent-use cardholders. ProCards that fall below a pre-determined appropriate usage threshold should be considered for deactivation to minimize the risks of active ProCards being lost or misused. If a card is used infrequently, CSUSM should consider limiting the distribution of ProCards in those departments.

- **Other Observations –** As CSUSM considers future streamlining of ProCard processes, there is an opportunity to reevaluate organization of reconciliation packets to create additional efficiencies. We noted that ProCard packets and the supporting evidence are often submitted with receipts, approvals and other documentation not in sequential order. This makes review by the financial authority challenging and time-consuming. Packets often include forms for a purchase not put directly with the receipt, and larger packed often lack organization. Reevaluating ProCard submission packets to identify potential changes could improve the quality of materials and approvals submitted for payment and contribute to processing efficiencies.

3.4.2 Procurement Card Approval Threshold Review

BerryDunn conducted a review of approval thresholds related to ProCard processes and did not identify additional recommendations to what is noted above.

3.5 Travel Management Process

This section summarizes observations and recommendations associated with travel management and the related processes at CSUSM. Observations and recommendations are based on BerryDunn's assessment interviews with processors and stakeholders, process documentation review, and internal control walkthrough of example transactions selected.

3.5.1 Travel Management Observations and Recommendations

In this section we note major themes observed, with supporting examples. Observations are noted in order of relative priority.

- **Exceptions –** BerryDunn observed opportunities to eliminate exceptions and consistently enforce policies with respect to travel expenses. Some examples of opportunities noted are:

  o ASI had a travel expense where the travel claim form was not completed; only receipts were attached to the travel request, and the payment was still processed. CSUSM should provide additional training and enforce expectations for those approving transactions to help ensure that policies and procedures are

adhered to consistently, and only transactions with documentation that meets the requirements are forwarded for processing.

- o All travel expenses, regardless of the method of payment, should be reviewed by the Travel Office to help ensure appropriate allowability and consistent enforcement of travel policies. Currently, in accordance with the documented exception process for Athletics, all Athletics travel is conducted on a ProCard due to group travel and not reviewed by the Travel Office. Athletics travel purchases on the ProCard reconciliation should be submitted to the Travel Office as part of the review process.

- o Expenses should always be charged to the proper expense line item, rather than being recorded where the funds were originally budgeted. Due to COVID-19, ASI issued a memo allowing travel expenses to be reallocated for other student programming uses. This reallocation was utilized to purchase masks for the students with the CSUSM logo, which were charged directly to the travel line item instead of the appropriate line item for financial reporting purposes.

- **Awards Management –** ASI awards ASI Leadership Funding (ALF) to students to reimburse a portion of the cost to the student for events and attendance at professional conferences. There is currently no formal process between ASI, the State, and other auxiliaries to communicate which students have been awarded ALFs. ASI should work with Accounts Payable to provide the Travel Office or other travel reviewers an ALF report at least monthly that includes the student, the amount received, and the event associated to the funds. Travel reviewers will then be able to use this information in reconciling travel expenses and offset reimbursements by the amount of ALF awarded.

- **Other Observations –** As CSUSM considers future streamlining of travel processes, we noted the following additional opportunities for improvement:

- o The Travel Office conducts a pre-check of all travel claims. This pre-check is retained in Adobe Sign properties, but it does not appear on Travel Expense Claim forms that are reviewed by Accounts Payable. Adobe Sign has the functionality to make the Travel Office pre-check signature line a required field; however, this has not been implemented. As a best practice to show reviewers all formal approvals are present, the Travel Office pre-check line on the "Travel Expense Claim" Adobe Sign form should be modified to a required field rather than optional.

- o Because there is currently no system of record for pre-approved travel requests, it can be difficult for an approver to have the most up-to-date information to appropriately manage their budget. CSUSM should review this and consider a centralized solution to assist approvers and departments with tracking budgets.

3.5.2 Travel Management Approval Threshold Review

BerryDunn conducted a review of approval thresholds related to travel processes and did not identify additional recommendations to what is noted above.

4.0 Next Steps

4.1 Action Plan

CSUSM should read and understand this document and the recommendations made. Recommendations should be evaluated in light of CSUSM priorities. Appropriate action plans should be developed, and a communication plan should be established to track progress.

4.2 Opportunities

The COVID-19 pandemic resulted in a statewide travel freeze, and CSUSM saw reductions in transactions in the four in-scope areas. Changes were already in process to address prior internal control concerns, but additional changes were made to modify procedures in these areas to accommodate virtual work and processing of these transactions. Additionally, CSUSM is in the process of implementing Concur, an electronic expense management software, to assist in streamlining the expense management process for travel. Users already struggling to comply with expectations and requirements in these areas have continued to struggle to keep up and understand the changes and their responsibilities.

With the easing of restrictions and the planned return to campuses across California, CSUSM will start to see an increase in usage of each of these four processes and an increase in transactions by users. As transaction activity increases, it will be important to monitor and periodically evaluate processes and practices to help ensure compliance to policies and expectations; and the effectiveness of training and communication activities. It will also be important to consider further opportunities for improvement and process efficiencies.

This is an important opportunity to refresh, reeducate, and retrain CSUSM faculty and staff on any changes already made and changes to come in each of the four areas and associated procedures and expectations. This education should address expectations for enforcing policies and internal controls to increase conformity by users but should also communicate the changes to processes and systems for supporting process efficiencies and user improvements.

Additionally, with the new incoming CFO, CSUSM is presented with an opportunity to set expectations for policy adherence for the CSUSM community and announce any changes to make the processes more effective and efficient.

4.3 Gaining the Beneficial Impact of Concur Implementation

The rollout and successful adoption of Concur for travel is important to the conformity and streamlining of policy adherence at CSUSM. Attention to the impact on people and managing the change will be key to the adoption of Concur. Dedicated training plans should be developed for each entity and type of user. Training should be provided to users in advance of the system going live.

CSUSM should also consider working with other CSU campuses to utilize the larger portfolio of Concur products (such as card management) to streamline and automate additional processes in the same manner as travel expenses.

5.0 Appendix: CSUSM Participant List

The following individuals participated in meetings and interviews throughout the course of BerryDunn's assessment:

Table 1: Kickoff Meeting Participants

Name	Role
Allie Garcia	Coordinator, ASI
Annie Macias	Executive Director, ASI
Bella Newberg	Executive Director, CSUSM Corporation
Brittani Brown	Assistant Vice President, Compliance and Operations
Clint Roberts	Assistant Vice President, Business and Financial Services
Norma Larios	Director, Student Affairs Operations (on behalf of Lorena Checa, Vice President Student Affairs)
Gail Cole-Avent	Associate Vice President, Student Life
Mary Stephens	Interim Vice President, Finance & Administration
Melanie Marcaurel	Internal Auditor

Table 2: Process Interview Participants

Name	Role
Allie Garcia	Coordinator, ASI
Annie Macias	Executive Director, ASI
Ashley Fennel	Associate Director of Government Affairs & Initiatives, ASI
Barbara Sainz	Accounts Payable Manager/ProCard Administrator
Diana Cumming	University Controller
Elle McFarland	Accounts Payable Tech
Erica Thissel	Accounts Payable Tech
Janine Prior	CSUSM Corporation Director of Finance
Justin Cox	Office Administrator • CSUSM Corporation
Kimberley Askew	Sponsored Projects Analyst, CSUSM Corporation
Shannon Honour	Process Improvement Manager, Travel
Zack Weaver	Sponsored Projects Analyst, CSUSM Corporation

Table 3: Stakeholder Participants

Name	Role
Elizabeth Matthews	Interim Dean, CHABBS
Mohammad Oskoorouchi	Associate Dean, CoBA
Selma McDermaid	Operations Analyst, University Advancement
Tina Bell	Associate Vice President for Resources, Planning and Advancement, University Advancement
Tricia Henlon	Budget/Operations Manager, Extended Learning
Sajith Jayasinghe	Department Chair, CSTEM
Rosa Mora	Student Affairs Senior Resources & Operations Analyst
Dr. Matthew Escobar	Faculty – Principal Investigator, Professor, CSTEM Biology
Maria Rasimas	Director, Resources and Operations, Academic Affairs
Shaun Icasiano	Grants and Contracts Administrative Support Coordinator
Rita Cooper	Executive Operations Manager, Office for Training, Research & Education in the Sciences
Whitney Steffler	Budget Analyst, CoBA
Sue Moineau	Faculty, CEHHS