

California State Summer School for the Arts 2021 Leadership Accountability Report

December 21, 2021

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Keely Martin Bosler, Director
California Department of Finance
915 L Street
Sacramento, CA 95814

Dear Director Keely Martin Bosler,

In accordance with the State Leadership Accountability Act (Leadership Accountability), the California State Summer School for the Arts submits this report on the review of our internal control and monitoring systems for the biennial period ending December 31, 2021.

Should you have any questions please contact Katrina Dolenga, Deputy Director, at (916) 229-5171, kdolenga@csssa.org.

GOVERNANCE

Mission and Strategic Plan

The California State Summer School for the Arts' mission is to annually provide a select number of California high school students of the visual, literary, performing and media arts with an intensive learning experience conducted by distinguished arts professionals, designed to enhance the students' artistic skills and to develop their understanding as individuals of their potential for growth as creative artists.

The California State Summer School for the Arts (CSSSA) has established strategic goals:

- Make the CSSSA experience available and attainable for the youth of the State of California
- Provide the most innovative, contemporary, high-quality program possible for CSSSA students, with conceptual and practical training in technologically advanced methods and techniques for creating art
- Improve the stability and predictability of funding and maintain the public-private partnership that supports CSSSA
- Impact arts education and arts educators on the local, state, and national levels

Control Environment

CSSSA management values, demonstrates, and communicates the importance of upholding a high standard of integrity and ethics. All CSSSA staff participate in ethics training provided by the State Attorney General. CSSSA management demonstrates the importance of upholding standards for integrity and ethical behavior by establishing these core values: respect, integrity, problem solving, teamwork, and expertise. CSSSA communicates these core values through regular communications, staff training, and frequent team meetings where important issues, guidance, and decisions are discussed.

The California State Summer School for the Arts is governed by a 15-member board of trustees.

Appointments to this board are made by the Governor, Speaker of the Assembly, Senate Committee on Rules, State Board of Education, California Arts Council, Trustees of the California State University, Regents of the University of California and CSSSA's non-profit foundation.

CSSSA management routinely reviews its organizational structure to ensure that appropriate levels of responsibility and authority are properly delegated. Delegated work with expectations is addressed verbally and in writing with timelines so that all employees understand their responsibilities and roles.

CSSSA management is committed to recruiting and maintaining a competent workforce. With only four employees, it is imperative that CSSSA work closely with the HR office to ensure continuity. Management establishes competency expectations for employees through Duty Statements. Duty Statements include the employees' role in maintaining CSSSA's systems of internal control. CSSSA recruits, hires, on-boards, and provides ongoing training to all employees to help meet competency expectations. Management's goal is to ensure that the necessary competence level, knowledge, skills, and abilities are provided for the staff to meet Management expectations.

Management values the workforce and the critical work performed by its employees and understands the importance and impact of employee recognition and appreciation. CSSSA Management fosters teambuilding activities and celebratory events.

Job performance feedback is shared on an ongoing basis. Management evaluates the performance of all employees, reviews assignments and whether deadlines have been met efficiently and appropriately and that the quality of work meets CSSSA's objectives. Formal evaluations are completed for each employee annually.

Information and Communication

Open communications and information sharing are critical to CSSSA's mission. Management is committed to obtaining and sharing internal and external information. Timely information sharing and communications are priorities for CSSSA management.

Management requires staff to report the necessary information through CSSSA's chain of command. Accuracy and adequacy of the information is regularly reviewed and evaluated by all staff with an emphasis on completeness, timeliness, and relevance.

Management communicates information through established channels about policies, programs, and operations. Methods of communication include all staff meetings, bulletin board, and emails. CSSSA utilizes the bulletin board to posts regarding the State's Whistleblower Hotline for reporting ethical issues. Staff are instructed to bypass the traditional chain of command reporting structure if the communication line is compromised.

CSSSA understands and values the importance of relationships with the members of the Administration, Legislature, and other stakeholders. Within the appropriate lines of authority, staff devote significant effort communicating with these stakeholders. Incoming and outgoing communications are evaluated and utilized to meet operational objectives and to manage and monitor challenges, opportunities, and relevant internal controls.

MONITORING

The information included here discusses the entity-wide, continuous process to ensure internal control systems are working as intended. The role of the executive monitoring sponsor includes facilitating and verifying that the California State Summer School for the Arts monitoring practices are implemented and functioning. The responsibilities as the executive monitoring sponsor(s) have been given to: Katrina Dolenga, Deputy Director; and Matthew Gallagher, Director.

The California State Summer School for the Arts has four full-time staff members: Director, Deputy Director and two AGPA positions. All four positions are actively involved in the communication and monitoring of vulnerabilities. Information is shared routinely. If the vulnerability or issue resides with staff, management oversees the progress and outcome. If the vulnerability is management related, board leadership will be engaged for oversight.

CSSSA staff and management meet routinely to review pending projects and issues. These meetings enable CSSSA to closely monitor current projects and issues as well as identify potential issues or concerns. All employees regularly communicate between meetings through email or memorandum with the goal of having written documentation to minimize the risk of issues being overlooked. When a written communication is initiated, the initiator adds the action item to the agenda for the next meeting. Items are only removed from the agenda when all participants agree the issue has been satisfactorily resolved or the project has been completed.

All employees are encouraged to identify and add vulnerabilities to the agenda. Assignments of new items are made when additional work or monitoring is deemed appropriate.

The Director has daily and weekly communications with the board leadership. Board leadership is informed, reliable, and available for oversight.

RISK ASSESSMENT PROCESS

The following personnel were involved in the California State Summer School for the Arts risk assessment process: executive management, middle management, front line management, and staff.

The following methods were used to identify risks: brainstorming meetings, employee engagement surveys, ongoing monitoring activities, audit/review results, other/prior risk assessments, external stakeholders, questionnaires, consideration of potential fraud, and performance metrics.

The following criteria were used to rank risks: likelihood of occurrence, potential impact to mission/goals/objectives, timing of potential event, potential impact of remediation efforts, and tolerance level for the type of risk.

CSSSA management and staff were involved in the risk assessment process.

Methods to assess risk included the following: meetings, review of previous risk assessments, brainstorming, and internal review of process.

In accordance with the State Leadership Accountability requirements, management and staff discussed risks that could adversely impact the achievement of CSSSA's objectives and mission. Risk statements were drafted and evaluated with input from management and staff. Management reviewed all risk

statements and determined corresponding controls.

Management and staff cooperatively reviewed and ranked the risks based on the perceived severity, likelihood of occurrence, and the timeline of onset for the risk to manifest.

RISKS AND CONTROLS

Risk: Workforce Dependency and Planning

The department has only 4 full-time permanent positions. Every staff member is key to the operation and mission of the department. With limited positions, the program cannot avoid key personnel dependency. When one member with specific knowledge is unavailable or incapacitated, the department's functionality may be temporarily compromised.

Control: A

Entire staff meet regularly to discuss the progress of projects and provide status updates.

Control: B

Physically or electronically update files whenever an action has been taken to safeguard against disruption or interruption to the mission.

Control: C

Frequent written progress updates from the project's lead person to be shared with all staff.

Control: D

Designate primary and secondary roles to project staff. Primary designee shares project development in real time with the secondary designee.

Risk: Pandemic COVID-19 Disruption

Disruption to the operational mission, goals and objectives resulting from pandemic conditions. CSSSA and its stakeholders were negatively impacted by COVID-19 as students could not be housed in a dormitory setting. Classroom spaces did not meet the requirements as outlined by the County Department of Health.

Control: A

Temporary transition of the program to a virtual learning environment.

Control: B

Procure individual art supplies as required for each area of study and arrange for supply kits to be shipped to each student to achieve success.

Control: C

Seek a college campus with ample dormitory and classroom space to accommodate social distancing for the safety and welfare of the students and staff going forward.

Risk: Host Site Cost Increases

The California State Summer School for the Arts triennially advertises a Request for Proposal seeking college and university proposals to host the annual summer session. The annual costs for using a college campus to host the summer program continue to increase at a rate greater than inflation.

Control: A

Develop an outreach campaign to target art colleges and universities throughout the State sharing CSSSA's mission and encouraging participation in the proposal process to garner greater competition.

Control: B

Pursue additional state funding to offset the higher costs and avoid greater tuition increases for California taxpayers.

CONCLUSION

The California State Summer School for the Arts strives to reduce the risks inherent in our work and accepts the responsibility to continuously improve by addressing newly recognized risks and revising risk mitigation strategies as appropriate. I certify our internal control and monitoring systems are adequate to identify and address current and potential risks facing the organization.

Matthew Gallagher, Director

CC: California Legislature [Senate (2), Assembly (1)]
California State Auditor
California State Library
California State Controller
Director of California Department of Finance
Secretary of California Government Operations Agency