

## Business Process Analysis Summary - July 28-30, 2019

Project or Issue	Priority				Status - October 2019	
	Now	6 mo	yr	Weighted	Status	Updates
<b>Guidience/Relationship</b>						
Create a relationship starting in Middle School			4	4		
Service Learning for Staff	1			3		
Some Students are not reading the message		3	2	8		
Orientation Registration/Content	2	3	2	14	In Progress	Admission Pros solution in development (Adm Pros)
Celebrate Graduation		3		6		
Spotlight Alumni	1		4	7		
Communicate our Fixes to the Community			3	3		
Link the community to our students and the College				0		
Communicate with High School Registrar about Transcripts				0	In Progress	
<b>Totals:</b>	<b>4</b>	<b>9</b>	<b>15</b>	<b>45</b>		

<b>Resources/Wishlist</b>						
Web - Online Resource	2	2	3	13	In Progress	Website updated
Recruitment - Community Event - Schedule - Nudging		1	1	3		
Support work for Financial Aid		1	3	5		
Call Center - Outbound	2	1		8		
Inbound 1st Line Questions				0		
Steps to Registration	4			12	Complete	
Single Point of Contact	1	3		9		
Capacity of Employees		3		6		
Marketing Person	5			15	Complete	Hired Recruiter with Marketing exp. In MKT
Process - Moving from Volunteer\Service		2		4	In Progress	
Marketing Materials - Enough to Summer	1	3	3	12	Complete	Ordered
<b>Totals:</b>	<b>15</b>	<b>16</b>	<b>10</b>	<b>87</b>		

<b>Marketing</b>						
More Material	7	2	1	26		
Programs	2	4	2	16		
Detailed Marketing Plan		4	3	11		
Prioritized Marketing	3	3	1	16		
WV Invest Southern Branding	7			21	Complete	Southern Logo was added to flyers and website
Adult - Cost - Value - Job	2	3		12		
<b>Totals:</b>	<b>21</b>	<b>16</b>	<b>7</b>	<b>102</b>		

<b>Parking Lot</b>						
Consistant messaging about Southern						
Orientation participants need food					In Discussion	
Consistant training for all everyone recurring						
Recruiting Adult-Learners					In progress	In Discussion

Retention & DFWs: Life Issues					In progress	Using data to drive tutor delivery
<b>Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>			

Data						
Effective Data for recruiting: address downloads	6	2	20		In Progress	Work at the state level to discuss P-20 initiatives to share data and contact information
HS Graduation Date not on HS transcripts			0		Complete	Communicated with regional HS the importance of a final HS Transcript
Received date for Transcripts		2	4			
HS rank and Size - Transcripts GPA			0			
Early Entry from Transcript - ACT			0			
Consistant Data Entry	4	1	4	18	In Progress	Adm Pros
Training for Format		4	8			
<b>Totals:</b>	<b>10</b>	<b>7</b>	<b>6</b>	<b>50</b>		

Technology						
Recruiting Systems	4	1	13		In progress	Admission Pros solution in development (Ad.Pros)
No "S" Number - being able to switch later			0			
Early Entry - Auto Communication			0		Future	IBID
Review Automated E-mails		2	1	5		
Scanning Solution	4		12		In progress	IBID
Everyone has access to Banner - Issues			4	4		
Texting Capability - New Students	1	1	1	6	In progress	IBID
Calendering for walk-ins - Click here to schedule a meeting		4	8			
Active\Inactive - Readmit		2	2	6		
Automate Process & Audit Scripted Programs	4	1	2	16	In progress	IBID
<b>Totals:</b>	<b>13</b>	<b>10</b>	<b>11</b>	<b>70</b>		

Fix It						
Wait Time	4	1	14		In Progress	Developed spreadsheet for tracking, researching software solution
Recruitment Plan - All Involved			0			
Understand Funnel - Everyone Knows it		1	4	6	In Progress	Presented as part of Board Report
Multiple Applications		2	1	5		
Message from President and VPSS- Admission		2	1	5		
Recruiting - vs - Admissions	2	1	8		In Progress	Hired Recruiter
Funding the Tech Fee for Watermark Via	2	1	8			
Orientation	3	1	11		In Progress	Data collected/ Committee estab.
Last Dollar - Scholarship - "Amount"		2	5	9		
Public Toxic Message		2	1	5	In Progress	Discussion at Cabinet
<b>Totals:</b>	<b>11</b>	<b>13</b>	<b>12</b>	<b>71</b>		

Call to Action						
Community Relations	4	3	11			
All College List Serv.		3	3	Done	List serve developed	
Online Application need to be developed			0	In Progress	Adm Pros	
Acceptance - Financial aid App.	4		12	In Progress	Adm Pros	
Outside Business - Recruiting Students		2	2			
Apply for Admission for ECA			0			
Transcript Holds and Removal	3	1	7			
Final H.S. Transcript	1		2	In Progress	communication with High Schools	
College Transcript to Registrar	2	1	5			
<b>Totals:</b>	<b>4</b>	<b>10</b>	<b>10</b>			<b>42</b>

Barriers						
Parking Lot- Class- Parking Lot	4	2	10	In Progress	New enviroment and Food Services	
Seeing Southern as a College Experience - Grade 13	2	1	5			
Enrollment Terms		2	2			
Duel Credit - Communication			0			
H.S. Transcripts		3	3			
Address - 911	1	1	5			
First time Student ID Self Registration			0	Complete	Adjusted practice for registration	
Potential Loss of Class/Paying for College	11		33	Complete	Adjusted drop schedule	
<b>Totals:</b>	<b>12</b>	<b>7</b>	<b>8</b>			<b>58</b>

Communication/Materials						
Just in Time Communication & Publications		3	3			
Duel Credit Student > when they are a high school student			0			
Love our Community Campaign			0			
Internal Information\Switchboard	2	2	11			
Indentity/Branding	3	1	7	In Progress	Marketing established Branding	
What does the Flying S mean?	1		3			
Welcome - Invite to Apply	1	1	5			
Preadmission - Early Commitment	1	3	6			
Admission Letters and Communication		1	2			
Early Entry - Recruiting by Year			0			
Determine who is responsible for the Communication Plan			0			
Hard Copy vs E-mail - Financial Aid Letter		1	3			
Acceptance Letter\Letter > Transcript from High Schools	3	1	10	In Progress	Adm Pros	
Short - E-mail Message			0			
Quick Response		1	3			
<b>Totals:</b>	<b>8</b>	<b>9</b>	<b>11</b>			<b>53</b>

**Grand Totals:**                      **98   97   90   578**

## Administrative Assessment Summary 2018-2019

### Assessment Summary Advancement Administration 2018-2019

Unit	Method	Status	Outcome	Change
Website	Upgrade and Launch	Complete	Communication and Advertising tool	Updated and streamlined for ease of use
Social Media	Daily posts and ads to increase visibility and information	Weekly increasing interaction with College's various audiences	Ongoing	
Branding	Implemented College-wide branding guidelines and presented during February 2019 Governance Day	In process of fine tuning brand standards and getting college and community buy-in	Will launch full branding and style guide in Spring 2020	Easy access to College's logo and other identifiable information
Scholarships	Awarded \$82,822 in scholarship money to deserving students	Complete	Increase College's enrollment	
Recruitment and Outreach	Specialist hired and making daily visits to area schools, increasing visibility and knowledge of College programs and opportunities	Implementing a student recruitment program designed to meet enrollment goals and improve strategies	Ongoing	

### Assessment Summary Finance & Administration 2018-2019

Unit	Method	Status	Outcome	Change
Bankmobile	Maintaining & Monitoring Bankmobile processes	Ongoing	Increase Utilization	Improve communication methods.
Reconcile Cash	Is cash balanced in Oasis and Banner on monthly bases	Ongoing	Cash needs to be reconciled in a more timely manner	Set deadlines for when cash has to be reconciled
Receivables	Determine if the receivables are recorded by the deadline	Ongoing	Evaluation of receivables	Continue reviewing student accounts
HCMI Regulations	Were funds available to students on time	Ongoing	Students received their refunds on time	Continue following all deadlines set by this regulation.
Banner HR	Review Employees files make sure information is correct in Banner	Ongoing	Information matches what is in paper file, HRM Oasis & Banner	Have updated employee files in all three locations
IPEDs	Has report been updated by deadline.	Yearly	Generate final reports for review prior to due date.	Create template if necessary to get correct data for report

## Assessment Summary IT Administration 2018-2019

Unit	Method	Status	Outcome	Change
Helpdesk	Usage	Complete	In-house service and a more cost effective way to service constituents	Moved from a third-party helpdesk to an internal helpdesk and incorporated other areas of the college to assist with customer service.
Library System	Usage	In Progress	Better service and interface for library services	Legacy systems was text based and not user friendly. Analyzed different library vendors and selected a vendor based on references, cost, and functionality. Begin implementation.
Signage	Usage	Complete	Greater up-time and more options on deploying and displaying signage	Analyzed vendors to provide a more flexible and dependable system. Implemented systems, which give a more flexible and reliable mechanism to communicate with students.
Password Management	Usage and fewer tickets for password reset	In Progress	Better service to students in allowing self-service password management.	Analyzed tickets and found a large number of password reset requests. Researched self-service password reset tools and started implementation.
Phone System	Fewer problems and usage of new features	In Progress	Better phone service to the overall college community	Legacy phone system was past end-of-life, was problematic and unable to provide needed functions. Researched new systems and vendors to assist with an upgrade and selected.
Listserv	Usage	In progress	More effective communication with students and better management of groups to maintain accuracy of memberships	Analyzed systems and selected software and vendor. Beginning implementation and testing.
State (HEPC)/ Federal Reporting (IPEDS)	On-time reporting	On-going	Compliance with State and Federal Reporting requirements	
Institutional Reporting and Systems Development	User feedback and capability	On-going	Work with constituents and develop reports and systems to assist them in areas needed	Improved efficiency and processing to serve students

**Assessment Summary Student Services Administration 2018-2019**

Unit	Method	Status	Outcome	Change
Leadership	Third-Party assessment	Complete		
Tutoring	Usage rates	Complete	Average daily use needs to increase	Mandate tutoring for students on academic and financial aid probation. Increase marketing and adjust goals
TANF	Use Grant-based metrics – Rubric for Learning Outcomes	Complete	Met goals	Continue recruiting

**Assessment Summary Workforce Administration 2018-2019**

Unit	Method	Status	Outcome	Change
Training	Class Evaluations	Completed	Academy – more hands-on activities  Add additional classes/ workshops	Academy – To implement additional hands-on activities within the Underground Mine Apprentice curriculum.  Offer Basic and Intermediate Excel classes.
Academy for Mine Training and Energy Technologies	One-on-one comments from industry constituents	Completed	Create new image/rebrand	Develop new logo and marketing materials.

## Administrative Assessment Summary 2019-2020

### Advancement Administration 2019-2020

Unit	Method	Status	Outcome	Change
Branding	Implement a branding campaign that increases visibility to key markets while attracting targeted audiences to choose Southern as their entry to higher education	Research stages of campaign will take place in Spring 2020. Campaign will begin to launch before the end of the semester, continue through summer and into Fall 2020.	TBD	TBD
TV Studio	Implement updated video editing and production capabilities to reach a broader audience	In Progress		
Inter-College Communications	Ensure that College staff, faculty, and students are aware and up-to-date on integral College information	In Progress		
Communication with College Audience and Stakeholders	Tailor dialogue with our community and stakeholders using traditional and non-traditional methods to ensure our reach is as broad as possible.	In Progress		
Social Media Policy	The Advancement office will work with the College President to ensure the College brand is not compromised due to student or employee/staff behavior on social media	In Progress		
Foundation/Fundraising	Work with faculty, staff, and administration to promote Foundation Fundraising events.	Spring 2020 semester		

## Finance & Administration 2019-2020

Unit	Method	Status	Outcome	Change
Business Operations Manual	Creation	Ongoing	Updated with any changes in Banner	Include Finance Side of Processes
Fixed Assets	Comparison of fixed asset list and purchases	Ongoing	Analysis in Process	Have an updated fixed asset list before the audit in September of every year

## IT Administration 2019-2020

Unit	Method	Status	Outcome	Change
Password Management	Usage	Complete	Self-service password management available to students	Reduction of tickets and fewer connection issues
Phone System	Dependability/ Feature usage	In Progress	Better phone service to the overall college community	Beginning implementation and cutover to new system.
Listserv	Usage/Accuracy	In Progress	More effective communication with students and better management of groups to maintain accuracy of memberships	Setting of various lists and automated memberships. Testing and pilot usage of different lists and beginning a phase out of old lists.
Student Printing/Scanning/Copying	Usage	In Progress	Consistent and Increased options for student printing/scanning/copying	Create option for students to print wirelessly from laptop or phone along with scanning and copying easily.
Video Conferencing	Fewer problems and more consistent operation	In Progress	Better learning experience for students and more options for delivery of courses	Legacy systems are problematic. Analyzed different systems and visited/communicated with peer institutions to determine best options and selected software/vendor
Library System	Usage	Complete	Modern Graphical interface for students and ease of use.	Improved interface and library services
State (HEPC)/ Federal Reporting (IPEDS)	On-time reporting	On-going	Compliance with State and Federal Reporting requirements	
Institutional Reporting and Systems Development	User feedback and capability	On-going	Work with constituents and develop reports and systems to assist them in areas needed	Improved efficiency and processing to serve students



## Student Services Administration 2019-2020

Unit	Method	Status	Outcome	Change
Financial Literacy	Quiz after intervention	In progress		
Student Employment	Student evaluation and rubric	In Progress	Evaluation will be administered in January	
Advising	Survey	Survey complete	Analysis in progress. Data goes Student Success Committee	
Orientation	Attendance satisfaction survey	Complete	Analysis in progress. Data goes Student Success Committee	
Student Leadership				
Gear UP	Use Grant-based metrics – Rubric for Learning Outcomes	Data Collection		

## Workforce Administration 2019-2020

Unit	Method	Status	Outcome	Change
Training	Review of all class/course evaluation forms	Completed	Change to form needed	Questions and form changed to create consistency in measuring effectiveness of course and instructor and student satisfaction.
Community/Business Collaborations/ Partnerships	Number of active partnerships	In progress		
Entrepreneurship	Use grant based metrics	In progress		

## **Narrative of Unit Activities, Priorities, and Assessments**

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### **Finance and Administration Unit**

The Finance and Administration Unit supports the College by providing key services efficiently, and effectively. The Unit is committed to sound fiscal policies, stewardship of assets, and the integrity of our processes. The Finance and Administration Unit includes Accounting, Accounts Payable, Budget, Business Offices, Payroll, Human Resources, and Buildings and Grounds. The Finance Unit has several goals it is striving to accomplish. Some of the main goals the unit is focusing on include:

- The Directors of Campus Operations strive to provide clean, safe campuses and sites to foster an environment that is supportive to learning.
- The Business Offices are striving to have students' refunds processed in a timely manner while implementing a new refund process for students.
- One of the major goals of the Finance team is to make sure the audit is completed on time.
- Completing all reporting to HEPC in a timely manner.
- Improving Human Resources recording keeping.

### **Campus Environment**

The Campus Directors continue to monitor safety on campus to make sure we provide a safe environment for students, faculty, and staff. This is a continuous task. The Campus Directors measure this by number of incidents reported on the annual security report, by reducing the number of violations we receive on the BRIM inspection reports and passing fire marshal inspections by correcting any past findings. The Campuses have all focused on building improvements, improving lighting, upgrading restroom facilities, replacing roofs and HVAC systems. There have also been several upgrades and additions to the security cameras at all campus locations.

### **Student Refunds**

Southern has partnered with BankMobile for electronic disbursement of refunds to student bank accounts. The students can choose one of two payment options for refunds through the BankMobile website for future refunding of remaining credit balances on their student accounts. This helps speed up the process and give students more user friendly options to track their money through the BankMobile apps that are available to them without any charge.

### **Audit**

One of the many goals of the Finance and Administration team is to make sure the audit is completed on time. A goal within this goal that the unit has had to work on since the launch of Oasis is reconciling cash to make sure Oasis and Banner balance on a monthly basis. This must be done before the audit can be completed. Another area that the Finance team has been working to improve in is the tracking and updating of the fixed asset list. This is a goal that the team has to work on continuously to make sure the fixed asset list is up to date and new items are added to the list before the audit in September of every year.

### **Reporting to HEPC and IPEDS in a timely manner**

The college has to input data for the IPEDS report annually. In an effort to make sure all information is up date and turned in the Finance department has begun looking at templates if needed so staff would know what information was needed to complete various sections of the reports and these would be required to be filled out and turned in 30 days prior to the due date. A reminder would also be sent out to the

various units if necessary two weeks prior to the due date that the information is needed. These efforts will be measured by having the IPEDS report updated online by the deadline.

### **Employee Records in Human Resources**

After review of the employee files in the Human Resources department it was determined that several of the employee's files needed updating to match the current Banner system and the HRM system in Oasis. The Human Resources staff have begun reviewing all files in all three locations and bringing them up to date to make sure they are correct and match. This will be monitored closely to make sure all files stay up to date.

### **Helpdesk**

A third party, Ellucian, has managed the helpdesk for several years. With the management contract ending and considering the costs involved, it was determined we could serve our constituents equally by implementing an in-house helpdesk. Systems were analyzed and it was determined that the open source helpdesk software Spiceworks would work well for our environment and size. The software was installed, trainings were offered, and the IT, Student Services, and Financial Aid areas were trained on usage. This expanded the reach of the helpdesk in that the Ellucian system only service IT and Financial Aid. We also tied our phone system for IT, Financial Aid, and Student Services into an automated attendant. If a message is left, it creates a ticket to look the call and reports are automatically generated daily and sent to the departments to help manage any outstanding tickets.

### **Library System**

The library system in use for the last several years was very expensive and was a text-based system. The user interface was not graphical or intuitive. Research on systems and talking with other libraries led us to demo and purchase a new system, Atrium. It has a graphical and intuitive interface and allows much more flexibility and better search options than the old system. We converted our inventory and went live with the new system in August 2019. There are still processes to implement and cleanup of records that are continuing with the new system but it is felt that all areas will be fully implemented during the 2019-2020 fiscal year.

### **Signage**

An open-source product that was problematic and had a long history of issues drove the signage servicing the campuses. After analyzing systems, a decision was made to move to an affordable cloud-based system that would be more reliable and give us greater flexibility. The platform was moved to a Linux-based system and can be deployed and controlled anywhere on the internet, which gives the college more options for marketing and communicating information about Southern.

### **Password Management**

The helpdesk system data showed that a high percentage of tickets generated dealt with the need to re-set a password. By analyzing this data it was felt that many of the problems could be resolved if we were to implement a self-service password reset utility. Different tools were analyzed and a decision was made to move forward with ADSelfService Plus. The software was installed and emails were sent to students/faculty/staff letting them know. As part of student orientation each semester, the IT staff inform and assist students in signing up for this service. The number of helpdesk tickets for password resets have drastically decreased.

## **Phone System**

The existing phone system was approximately 10 years old, had reached its end of life, and could not be supported. There were also needs for new services, such as ADA capabilities, that were not available with the old system. Systems were analyzed and a vendor chosen to assist in the upgrade to a new system. The research and decision during the 2018-2019 year to move forward has helped to implement the system during the 2019-2020 year. As of December 2019, approximately 80 percent of the college has been moved to the new system with the remainder scheduled to move by the end of January 2020. Once completed, the ADA services needed along with sustainability of the phone system should carry the college for several years to come.

## **Listserv**

The college has maintain faculty, staff, and committee email lists manually for several years. The lists have not been accurate due to the manual updating and with no mechanism for checks and balances. The student lists have been funneled through IT and the use of the Argos reporting tool and has been problematic in the amount of time and the flexibility of sending emails. After discussed with areas of the college about their needs and the frustrations in dealing with the existing methods, it was decided to purchase a listserv system. A system was purchased in 2018-2019 and an implementation began. The student information system, Banner, was used to manage the faculty/staff, and committee lists and rebuild the listservs each night. Several student listservs were created and permissions given to those according to the email policy and procedure that had been developed. Full implementation is planned during the 2019-2020 year.

## **Student printing/scanning/copying**

When looking at printing/copying services around the college that were available to students it appeared there was a lack of consistency and flexibility as to what was available to students. To bring consistency and to offer more services printers were purchased to be placed in the commons areas of each campus. Computers were also purchased for some location to be placed in these areas. A software package, PaperCut, was purchased to provide the necessary controls and services. This will allow for wireless printing along with print management. Self-service scanning and copying will also be available. Installation and implementation should be complete and systems available beginning with the spring 2020 semester.

## **Video Conferencing**

The current technology to provide courses to multiple campuses is at its end-of-life and has become problematic. Systems are functioning but there is a need to stabilize the systems and to provide a more flexible way to offer video conferencing in the classroom as well as on an ad-hoc basis for administrative purposes. After discussions with the Academic areas, analysis of different systems, and with other peer institutions, it was determined to move forward in changing our delivery method over to Zoom. During the 2019-2020 year, a test environment is being created to make sure scheduling and all functions needed will be accommodated. A plan to migrate the existing rooms to the new technology based on the budget provided is ongoing.

### **State (HEPC)/Federal Reporting (IPEDS)**

There are several state and federal reports required each year. The Institutional Research area must work with college offices to verify and validate data in order to submit accurate information. A sample of the data needed and a submission schedule can be found by clicking [here](#).

### **Institutional Reporting and Systems Development**

The need for internal reporting and development of systems to help offices be more efficient and to provide service to students is constant. The IT area works with all offices to assist them with technology and usage of systems. Through the Student Information System (Banner) and other systems, the IT area will develop reporting or help acquire or develop systems to assist where needed.

### **Workforce**

During 2018-2019, the unit reviewed the procedure SIP-6125, Contractual Training for Workforce Development and accompanying forms. The review included personnel from the finance unit and the procedures handbook from the West Virginia Purchasing Division. Major changes were made to the procedures and forms to provide clarity and be in compliance with the State of West Virginia's Purchasing Division.

Additional business processes will be analyzed during 2019-2020 and 2020-2021.