

Theme #6 Administrative Processes

Note: The actions below are not in any priority order. These represent work of the committee to date and should not be construed as a final report. Ideas have come from many sources and people from different divisions. Many of these actions are not limited to a specific division

6.1. Data Systems

6.1.1 Tools

Currently data is provided by two major reporting systems Insight and CRA both are supported by the Data Warehouse. These systems are reaching the end of life (unsupportable). IRES is in the process of replacing the Data Warehouse and reporting tools.

Goal: Provide a supportable and robust system for data extraction and reporting.

6.1.1.1 Action: Complete this transition ASAP

Resources need to be provided to implement the technology and to support the replacement of existing systems.

6.1.2 Reporting Management

Currently thousands of reports exist in Insight and CRA. Many of the issues with the current systems are a result of the “organic” nature of their growth. Many reports are duplicates, created for onetime use, or have fixed selections.

Goal: Provide data reporting that is easy for users to access, focused on demands for data, easy to interpret, and supporting of data driven decision making.

6.1.2.1 Action: Create an oversight committee/group to evaluate needs

Currently we have many similar or duplicated reports. This leads to confusion for users, maintenance of more reports. It would be desirable to have a clearinghouse to assess report requests. Users (consumers of the data) need to be a part of this process.

6.1.2.2 Action: Document data

When reports are generated the user needs to understand what they are looking at. For example if a report shows FTES then what type should be documented. If a report combines associate professors with lecturers then this should be clear on the report.

6.1.2.3 Action: Develop standardized methods of selecting data.

Reports vary widely in selection of term and other variables. Reports should use common methods for selection and allow the drill down from University to Program level whenever possible.

6.1.2.4 Action: Align available reports with reporting requirement in AA

AA requires data for documents such as hiring templates and academic program review. Reports should be created to provide this data in the desired format. Many hours are spent at the department and college levels could be saved in the labor to find and format data.

6.1.2.5 Action: Data needs to be provide as formatted reports and in raw format

Currently CRA data is primarily extracted in Excel format. This is useful for analysis using tools like pivot tables, but time consuming for inexperienced users. Insight reports are formatted, but data cannot be exported easily for additional analysis. Data is commonly cross-tabbed, contains combined cells, etc.

6.1.3 Identity Management

Access to data is a critical need for AA staff in many different roles such as AAS, ASC, and Chairs. Currently access is granted to individual reports to individual people. This has resulted in haphazard access. Access doesn't change as people change roles. Requests for access may occur with an email request or require the signature of the chair and dean depending on the system.

Goal: Streamline the assignment of access to data reporting systems. Insure that the people who need access have it.

6.1.3.1 Action: Implement a role based access system

Policies and methods for authorization should be standardized.

6.1.4 Timeline

The need for reporting is ongoing but is also driven by a number of events in including WASC. Specific milestones should be set and resources allocated to meet these milestones.

Goal: Set appropriate milestones for implementation of new systems and provide adequate resources to achieve these milestones.

6.1.4.1 Action: Set timelines for implementation of reporting systems and specific reporting functions

6.1.5 Processes Improvement

Goal: Increase the efficiency of common tasks completed by AA.

6.1.5.1 Action: Financial Reporting

Standardize financial reporting at the college and department levels with the goal of having common reports and reports that users can understand.

6.1.5.2 Action: Develop a report that generates RTP actions

Faculty require regular review. A report that can be run easily to determine who needs to be reviewed and for what should be provided.

6.1.5.3 Action: Develop a report for management of lecturers

Tracking of seniority, courses taught, etc. This is needed in making appointments.

6.1.5.4 Action: Electronic Dossiers

PAF and Dossiers require space to store and maintain. The campus should be urged to adopt online versions. This effort could enhance the RTP process by providing a richer portfolio that is not limited to print and remote access by personnel committees would allow more time to review (not bound by a place and time). The solution would need to be secure and allowed by CBA and FPPP.

Note: an ePortfolio tool may be in the works.

6.1.5.5 Action: Schedule Building and Planning

Schedules are built by chairs and implemented by ASC's and APSS. The schedule contains course offerings, facilities information, and workload information. The entire process should be reviewed to look for ways to streamline this process. The schedule also determines PT contracts. Since the schedule planning starts a year in advance planning tools are needed.

Note: APSS has implemented online room requests and provided some auditing reports.

6.1.5.6 Action: Workload Reporting

Streamline this process. Reporting is cumbersome and generates a lot of paper forms for AWTU. (need more detail here)

6.1.5.7 Action: Provide standard reports for FTES

Actual to Target, College and Department Level, Multi-year comparison. Define FTES for reports (residential vs total). Agree on common metrics for AA.

6.1.5.8 Action: Hiring faculty – Access

Identify management needs to allow access to the LMS and email prior to the semester. We expect faculty to use these tools. Is there a policy for post semester access?

6.1.5.9 Action: Provide role based dashboards for AA roles

The campus has many tools and support documents but these may be hard to find. Providing and maintaining role based dashboards (ex. for a department ASC) that are organized by task could save hours of time. This is particularly important to employees new in a role. A single point of entry is needed. The Chair's Dashboard or IRES service catalog might be models.

6.1.5.10 Action: Curriculum Changes

Workflow for this process needs to be examined and clearly defined for departments. Course vs. Program (different workflow). Editing of catalog copy, MAPS, etc. should be easier. Tracking of changes needs to be a priority. This starts in departments and it is often difficult to see where in the workflow a change is.

6.1.5.11 Action: Provide tools for web update

Department/College/Unit websites require constant maintenance. Look for tools to help in maintaining current sites. Broken links are a particular problem.

6.1.5.12 Action: Student Add/Drop Forms – Electronic Routing

6.1.5.13 Action: Overunit Partitions – Electronic routing

6.1.5.14 Action: Change of Major, Add Major/Minor, Drop Major/Minor – Electronic routing

For is online, but must be printed manually and signed. Make this an electronic workflow and include the department leaving (as info) in the workflow.

6.1.5.15 Action: Committee membership tool

Provide a AA wide tool to track membership on University, College, and Department committees. Tool would allow reporting and contact.

6.1.6 Communication

Currently CRA provides communication tools.

Goal: Provide a simple method of communication to admitted and enrolled students.

6.1.6.1 Action: Review this capability

As new tools come online insure that communication is part of the solution.

6.1.6.2 Action: Consider ways to standardize student communications in AA

Departments commonly want to contact students with specific attribute such as:

- Department or College
- Major/Option

- Class Level
- New students
- At risk students
- Students that need a required course
- Status (eg. Admitted)

A standardized method would be helpful where the population can be selected and a message with attachments can be sent by campus servers in a metered fashion so as not to trigger blacklisting. Training of AA personal on use of this tool is needed.

6.2. Forms Processing

Dozens of forms are completed and processed both within AA and for other divisions. Forms are required to transmit information and provide regulatory compliance. Forms process should be reviewed with the goal of reducing the amount of resources required for forms processing.

6.2.1 Format

Currently forms in AA and other divisions vary widely in format and process. Word, Excel, Acrobat (PDF) are commonly used. It is not uncommon to have forms that:

- Are not fillable
- Are protected and cannot be saved with data
- Will not print (Excel) properly

Goal: Reduce staff time in processing forms, reduce paper used, and reduce file space taken by the current processes.

6.2.1.1 Action: Standardize form tool

Adopt a standard tool for forms. Forms should be fillable, savable with data, support electronic signatures, and printable. All new forms should conform to this standard. Training should be provided for forms creators.

6.2.2 Workflow

Goal: Increase the efficiency of processing and tracking of forms.

6.2.2.1 Action: Review workflow

Forms should be reviewed to determine who needs to sign forms. Workflow should be shortened when possible.

6.2.2.2 Action: Use digital signatures

Setup as part of the campus identity management digital signatures.
Determine which forms must have a “wet” signature. Allow use of digital signatures for other forms.

6.2.2.3 Action: Reduce the number of paper forms

Support the sustainable goals of the campus by using electronic forms. Train forms creators to use a common tool (ex. Acrobat), develop systems of secure electronic storage at the department, college, and division levels

6.2.2.4 Action: Timeline for implementation of forms management system?

Image Now is in current use on campus in at least 2 units. Should the campus adopt this system or consider another. Develop a timeline for adopting something.....

6.2.2.5 Action: Explore ways to connect PS to a document management system.

When a document management system is adopted consideration should be given so that the workflow updates status in PS where appropriate saving the labor of double entry.