



Office of Institutional Effectiveness

CAR Reporting December 2018 Updates

Updated January 22, 2019

CAR Lead: Ron Matson & Gloria Laureano

Project Name: Momentum Year – Graduation Coaches **Estimated Cost:**

Prepared By: Julie Page

Date Prepared: December 14, 2018

Status: On Hold

Accomplishments This Month

- Interim Provost requested that the project be placed on hold until new provost arrived.

Plans For Next Month

- Present to new provost

Key Issues, Risks, & Concerns

- Funding for FY19 pilot

Project Name: Intentional Pathways for Students **Estimated Cost:**

Prepared By: Valerie Whittlesey /Pam Cole

Date Prepared: December 13, 2018

Status: On Hold

Accomplishments This Month

- Transitioned Momentum Year Chair position from Dr. Valerie Whittlesey to Dr. Pam Cole
- Conducted a timeline review of all curriculum projects.
- Presented review to Provost and President
- Final decision from President Whitten is to pause focus area curriculum review pending the internal study to examine why KSU students have accumulated 140 credit hours at graduation
- Career maps work is in progress as it is in tandem with the work Dr. Whittlesey related to academic program maps.

Plans For Next Month

- Determine next steps once findings are released regarding the 140 credit hour study

Key Issues, Risks, & Concerns

- Pausing curriculum review may affect the ability to deliver focus areas for the 2020 Cohort. In order to have focus areas on the application August 2019 they need to be finalized by July 15, 2019.

CAR Lead: Ron Matson & Jeff Delaney

Project Name: Review of Scheduling Process/Systems

Estimated Cost: TBD

Prepared By: Elizabeth Starnes and Rifka Mayani

Date Prepared: 12/13/18

Status: On Hold

Accomplishments This Month

- RFP was previously posted for consultant to review and assess institutional needs for course demand, scheduling practices and tools was posted and reviewed by committee
- RFP closed with no successful vendor selected. Awaiting executive level feedback for next steps.

Plans For Next Month

- Next steps are pending executive level recommendation

Key Issues, Risks, & Concerns

- Potential for cost being greater than allocated for consultant
- Inability to move forward strategically to mitigate current issues due to no valid response to the RFP

CAR Lead: Alice Wheelwright

Project Name: One Community Council Meetings

Estimated Cost: None

Prepared By: Alice Wheelwright

Date Prepared: November 30, 2018

Status: Complete

Accomplishments This Month

- No new update on activity – Winter One Community Council Meeting scheduled for 2/14.

Plans For Next Month

- Continue with Communities of Interest meetings every six to eight weeks.
- Winter One Community Council meeting is scheduled for February 14, 2019.

Key Issues, Risks, & Concerns

- None

CAR Leads: Jeff Delaney, Alice Wheelwright

Project Name: KSU Inform 2.0

Estimated Cost: (Jeff needs to provide)

Prepared By: Alice Wheelwright

Date Prepared: November 12, 2018

Status: Delayed/Cancelled

Accomplishments This Month

- President Whitten has expressed concern about launching this new version all together.
- Thomas Dale begins his role as the University's Internal Communications Manager on 12/3.

Plans For Next Month

- UITS and Strategic Communications and Marketing are meeting in the coming two weeks to develop a short- and longer-term plan for internal communications vehicles.

Key Issues, Risks, & Concerns

- Need to understand President's feedback and collaborate on new options before determining next steps.

Project Name: Intranet/Other Internal Communications Tools

Estimated Cost: TBD

Prepared By: Alice Wheelwright

Date Prepared: November 12, 2018

Status: Planning

Accomplishments This Month

- Thomas Dale begins his role as the University's Internal Communications Manager on 12/3.

Plans For Next Month

- On-board new Internal Communications Manager and begin planning.
- UITS and Strategic Communications and Marketing are meeting in the coming two weeks to develop a short- and longer-term plan for internal communications vehicles.

Key Issues, Risks, & Concerns

- Need to understand President's feedback and collaborate on new options before determining next steps.

Project Name: Year Long Calendar of Interaction

Estimated Cost: None

Prepared By: Alice Wheelwright

Date Prepared: November 28, 2018

Status: Planning – Planning/ On Track

Accomplishments This Month

- Continuing to work the plan and build out comprehensive plan once Thomas Dale, the new Internal Communication Manager, is on-board 12/3.
- Tammy, Alex and Alice held a meeting with Dr. Whitten to discuss initial ideas to enhance internal communications and she was receptive to several ideas that will get baked into the overall plan.

Plans For Next Month

- On-board new Internal Communications Manager. Begin planning process.

Key Issues, Risks, & Concerns

- None at this time.

Project Name: Marietta Parking Lot addition

Estimated Cost: \$1.6M

Prepared By: Lee White

Date Prepared: November 28, 2018

Status: On Track

Accomplishments This Month

- Submitted design review to the City of Marietta for approval
- Issued Request for Qualifications. Submissions due 12/6/2018
- Environmental review in progress. Preliminary report received on October 17th. Awaiting final report.

Plans For Next Month

- Make any necessary adjustments to the design based on feedback from the City. Resubmit to City of Marietta and State of Georgia. The state is expected to complete their review by early January, and the city's review should be completed mid-January.
- RFQ is expected to be completed by mid-December

Key Issues, Risks, & Concerns

- This project needs to be completed before the beginning of Fall 2019, to accommodate parking demand on the Marietta Campus. Delays in the completion of these key milestones will result in the need for the continued use of offsite parking if the project can not be completed by August 2019.

CAR Lead: Gloria Laureano

Project Name: Marietta Campus Life Space

Estimated Cost:

Prepared By: Gloria Laureano

Date Prepared: November 12, 2018

Status: In progress and complete

Accomplishments This Month

- Carpet installation is delayed for January 2019
- Last month the outdoor seating was assembled and installed by Facilities. (Complete)

Plans For Next Month

- None at this time, unless there is a change to the carpet installation.

Key Issues, Risks, & Concerns

- None noted

Measures of Success for Outdoor seating: Additional informal gathering space available for students near the Wilson Student Center.

Project Name: Marietta Student Center Renovation

Estimated Cost:

Prepared By: Gloria Laureano

Date Prepared: November 12, 2018

Status: In Progress

Accomplishments This Month

- Renovation project approved and have assigned a project manager (Wayne Wellington)
- Focus first phase of renovations on ADA accessibility, staircases, and entrances.
- At the conclusion of FY18, the architectural firm (Sizemore) was scheduled to submit a proposal to the University for further development of more detailed plans by phase of implementation.

Plans For Next Month

- Updates anticipated for next month.

Key Issues, Risks, & Concerns

- None noted

Project Name: Marietta Rec. Opportunities and Facilities

Estimated Cost:

Prepared By: Gloria Laureano

Date Prepared: November 12, 2018

Status: Complete

Accomplishments This Month

- All fields were completed by early October 2018, and the lighting issue was fixed in mid December 2018. (Complete)

Plans For Next Month

- None noted.

Key Issues, Risks, & Concerns

- None noted.

Measure of success for open field: Programming has been planned for, and will be in full use during spring 2019.

Project Name: Marietta Rec. Opportunities/Facilities – Feasibility

Estimated Cost: \$5M-\$24M

Prepared By: Gloria Laureano

Date Prepared: November 12, 2018

Status: < Complete >

Accomplishments This Month

- The report was provided in August 2018 and a meeting with Vice President of Student Affairs early October post the master plan meeting of October 2nd.
 - The report provided four options at different levels of funding to address students' needs at the Marietta campus, all of which include a "campus identity" based on Marietta students input on recreational activities of interest and campus recreation innovative ideas for engagement.

Plans For Next Month

- Currently on hold pending master plan decision as it has implications on the work at the Marietta campus and the location of the Recreation and Wellness facility.

Key Issues, Risks, & Concerns

- At minimum, option 1 in the final report would cost about \$5M to complete, but we are on hold pending master plan directions for the Marietta campus.

CAR Lead: Lesley Netter-Snowden

Project Name: Budget Review and Transparency Process **Estimated Cost:**

Prepared By: Jamie Fernandes

Date Prepared: November 13, 2018

Status: On Track

Accomplishments This Month

- Updated the Budget website with FY19 data charts including: 5-year revenue trends, FY19 auxiliary budget sources, FY19 E&G budget, FY19 E&G revenue, etc
- Updated business managers of up-coming deadlines at the Business Manger meeting
- Set-up meetings with each Auxiliary unit to review 5-year business plans to provide feedback prior to BOR submission

Plans For Next Month

- Join CBO team meetings with each Dean to review FY19 budget and budgetary impact of the Fall 2018 enrollment decline
- Update the Student Fee Committee process to engage and educate students on mandatory fees
- Develop training program for Budget Analysts to accommodate enhanced customer service model

Key Issues, Risks, & Concerns

- Additional methods of communication are needed to continue to share changes in the budget office
- Organizational changes are taking longer than expected due to hiring of vacant positions and planning training programs

CAR Lead: Karen McDonnell

Project Name: Class and Comp Structure

Estimated Cost:

Prepared By: Karen McDonnell

Date Prepared: December 14, 2018

Status: Delayed

Accomplishments This Month

- Structure itself is complete
- Final validation meetings held

Plans For Next Month

- Communications and publication of structure

Key Issues, Risks, & Concerns

Project Name: Class and Comp Equity Study

Estimated Cost: \$4M +

Prepared By: Karen McDonnell

Date Prepared: December 14, 2018

Status: On Hold

Accomplishments This Month

Plans For Next Month

Key Issues, Risks, & Concerns

Project Name: Compensation Policy

Estimated Cost: None

Prepared By: Karen McDonnell

Date Prepared: December 14, 2018

Status: On Track

Accomplishments This Month

- Shared governance meetings completed

Plans For Next Month

- Communication and Publication of policy

Key Issues, Risks, & Concerns

Project Name: HR Academy

Estimated Cost: None

Prepared By: Karen McDonnell

Date Prepared: December 14, 2018

Status: On Track

Accomplishments This Month

- HR Academy session in Legal issues in HR
- 2019 calendar built out

Plans For Next Month

- Performance Differentiation Training for HRBPs in preparation for campus training
- Evaluate SHRM training for HRBPs

Key Issues, Risks, & Concerns

- None

Project Name: Department Specific Onboarding

Estimated Cost: TBD

Prepared By: Karen McDonnell

Date Prepared: December 14, 2018

Status: Planning

Accomplishments This Month

- Compiling team member nominations
- Began outlining charter

Plans For Next Month

- Invitations sent to team member nominees for kickoff meeting later in January

Key Issues, Risks, & Concerns

Project Name: New Manager Training Design

Estimated Cost: TBD

Prepared By: Karen McDonnell

Date Prepared: December 14, 2018

Status: On Track

Accomplishments This Month

- Review of feedback from Pilot Session
- Updates made from feedback

Plans For Next Month

- Campus wide launch in January 2019

Key Issues, Risks, & Concerns

- None

CAR Lead: Jeff Delaney

Project Name: Housing WiFi for Marietta and Kennesaw Campuses

Estimated Cost: Phase 1: \$250,000 , Phase 2: Estimate could exceed one million per annum

Prepared By: Elizabeth Starnes, Davide Gaetano, Jim Herbert

Date Prepared: 12/13/18

Status: Phase 1 – Complete, Phase 2 – On track

Accomplishments This Month

- Finalized RFP with procurement
- RFP pending DOAS approval and procurement posting

Plans For Next Month

- RFP posted

Key Issues, Risks, & Concerns

- Unable to meet an extremely aggressive timeline for both RFP posting and vendor installation for Fall 2019
- Contract language issues, negotiation, etc.
- No valid response to the RFP
- Potential for cost being greater than Housing can presently afford

CAR Lead: Jeff Delaney

Project Name: Transform Electronic Workflow

Estimated Cost: \$250,000.00

Prepared By: Elizabeth Starnes and Rifka Mayani

Date Prepared: 12/13/18

Status: On Hold

Accomplishments This Month

- Due to unresolved vendor related technical issues, the contract is under review

Plans For Next Month

- Pending review

Key Issues, Risks, & Concerns

- Vendor inability to answer questions about functionality is causing delays as they have to go to their third party supplier for answers

Project Name: DocuSign Electronic Signature

Estimated Cost: \$70,000

Prepared By: Elizabeth Starnes and Rifka Mayani

Date Prepared: 12/13/18

Status: On Track

Accomplishments This Month

- Finalized DocuSign 101 and Template/PowerForm training in OwlTrain for all campus users
- Working with HR, Procurement, Contracts, Legal and Fiscal Services for template/PowerForm training and initial form roll-outs

Plans For Next Month

- Continue to monitor and provide support for campus roll-out
- Create Power User 201 Course material and training in OwlTrain for campus
- Continue working with HR, Procurement, Contracts, Legal and Fiscal Services and additional departments upon request for template/PowerForm training and initial form roll-outs

Key Issues, Risks, & Concerns

- Adoption rate of solution

Project Name: Business Process Automation – BPA Solution

Estimated Cost: TBD

Prepared By: Elizabeth Starnes, Rifka Mayani and Jim Herbert

Date Prepared: December 13, 2018

Status: On Track

Accomplishments This Month

- Continued initial review off business automation tools
- Hands on exploration of a solutions
- Establish the review team for requirements gathering from the following functional areas: Business Process Improvement, Enrollment Services, Human Resources and Academic Affairs
- Technical Team representatives for committee: Rifka Mayani, Jim Herbert, Davide Gaetano, Stephen Gay and Elizabeth Starnes
- Special Project for Door Access Control: Finalizing the purchase of Kissflow solution for door access automation for their request process as a solution for an internal audit finding

Plans For Next Month

- Continue business automation tool requirements gathering with established review team. Plan to add financial services.
- Vendor demos with committee members
- Special Project for Door Access Control: Configure Kissflow solution and prepare workflow for door access control.

Key Issues, Risks, & Concerns

- Unable to meet timeline due to competing priorities
- Need to change the deadline to Spring 2019 due to competing priorities

CAR Lead: Jackie Quiroga

Project Name: Updated Policy Manual

Estimated Cost: \$0

Prepared By: Donna Bertrand

Date Prepared: November 14, 2018

Status: On Track

Accomplishments This Month

- Project Created

Plans For Next Month

- The Procurement office plans to meet with individual colleges and departments to provide policy guidance.
- Procurement will also provide regular updates on policy changes through KSU Inform and website updates, i.e. flowcharts, FAQs and How To Buy.

Key Issues, Risks, & Concerns

- None at this time

Project Name: Training for Procurement Staff

Estimated Cost: \$0

Prepared By: Donna Bertrand

Date Prepared: November 14, 2018

Status: On Track

Accomplishments This Month

- Project Created

Plans For Next Month

- Beginning this month, all purchasing staff will be registering for the following instructor-led classes with CUL:
 - Writing Emails, Memos, and Letters that Work
 - Introduction to Project Management
 - Building Trust in the Workplace
 - Don't Waste My Time! Making Meetings Work
 - Design Thinking & Creative Problem Solving

Key Issues, Risks, & Concerns

- None at this time

Project Name: Concur – Online Training and Assistance

Estimated Cost: \$0

Prepared By: Sandy Cagliani

Date Prepared: November 13, 2018

Status: On Track

Accomplishments This Month

- FAQs added to the Travel website, with information for travel in Georgia, United States and international destinations. Initial responses are positive.

Plans For Next Month

- Creation of new links on the Travel website for infrequent travelers. (In progress.)
- Automated, timed e-mail delivery of helpful hints and alerts for infrequent travelers before, during and post-travel using Concur reports. (Complete 09/2018.)
- Reorganization and consolidation of How-To Guides on the Travel website based on local, domestic or international travel. (In progress.)
- Addition to the website of section for non-employee travel to include students, interview candidates and guest lecturers. (Content creation in progress.)
- Short training videos specific to Kennesaw State University travelers by topic to answer questions on top 5 challenges, such as creating the travel request, air travel booking, or car rental cost comparisons with online views of Concur navigation. (Script creation in progress for travel requests.)

Key Issues, Risks, & Concerns

Project Name: Concur – Next Gen

Estimated Cost: \$0 (already planned)

Prepared By: Sandy Cagliani

Date Prepared: November 13, 2018

Status: On Track

Accomplishments This Month

- Email to Concur users on 11/9/18 to advise of improvements with NexGen.
- Determination to begin using the Concur NexGen interface on 02/01/19, allowing increased participation in training following the holidays.
- Travel Manager is actively using the Concur NexGen interface as part of the preview period prior to training delivery.

Plans For Next Month

- Complete training materials with improved information based on usage during preview period.

Key Issues, Risks, & Concerns

CAR Lead: Jackie Quiroga

Project Name: Policy – Electronic Document Control

Estimated Cost: \$5,500

Prepared By: Jacqueline Quiroga

Date Prepared: December 14, 2018

Status: On Track

Accomplishments This Month

- Contract approved
- Needs assessment scheduled for December 19th

Plans For Next Month

- Kick-off meeting with vendor scheduled for January 9, 2019

Key Issues, Risks, & Concerns

- None at this time

Project Name: Policy – Training Materials

Estimated Cost: \$0

Prepared By: Jacqueline Quiroga

Date Prepared: December 14, 2018

Status: On Track

Accomplishments This Month

Plans For Next Month

- Develop a tracking plan and procedure with the Director of Policy

Key Issues, Risks, & Concerns

CAR Lead: Jackie Quiroga & Alice Wheelwright

Project Name: Policy – Communication Plans

Estimated Cost:

Prepared By: Jacqueline Quiroga

Date Prepared: December 14, 2018

Status: Delayed

Accomplishments This Month

Plans For Next Month

- Determine new communication plan with Alice Wheelwright

Key Issues, Risks, & Concerns

- The KSU Inform in it's current state and the future 2.0 version may be shutdown altogether.

CAR Lead: Brenda Stopher, Alice Wheelwright, & Karen McDonnell

Project Name: Engagement

Estimated Cost: TBD

Prepared By: Karen McDonnell

Date Prepared: December 14, 2018

Status: Planning

Accomplishments This Month

- Discussion around strategy for addressing this issue

Plans For Next Month

- Working with Division leads and Deans/Chairs to identify possible focus group members
- Kickoff meeting planning
- Town Hall discussions

Key Issues, Risks, & Concerns

- Comp and Class Equity Review pause has contributed to this issue

Project Name: KSU Brand Refresh

Estimated Cost: \$325,000*

Prepared By: Alice Wheelwright

Date Prepared: November 12, 2018

Status: On Track

*Costs include branding agency work to deliver full rebranding package, new poll signs throughout both campuses, etc.

Accomplishments This Month

- Research and Discovery phase is completed.
- Creative exploration on a new logo for KSU is nearly complete so we can achieve our objective of being a “branded house.” Strategic Communications and Marketing met with Athletics to review options. We have refined further and will present to the President and Cabinet on 12/17.
- Tailfin conducted competitive positioning review in preparation for KSU positioning work.

Plans For Next Month

- Update President and Cabinet on research outcomes, competitive positioning review, logo recommendations and next steps in process.
- Begin work on KSU positioning and brand architecture.

Key Issues, Risks, & Concerns

- None at this time.

Project Name: Strategic/Prioritized Hiring

Estimated Cost: TBD

Prepared By: Karen McDonnell

Date Prepared: December 14, 2018

Status: Delayed

Accomplishments This Month

- Hire of New TAM Manager completed
- Tracking of Hiring SLAs to campus
- Action Planning based on SLA results

Plans For Next Month

- New TAM Manager starts Jan 2

Key Issues, Risks, & Concerns

- Had ineffective lead for this department that had to be managed out, causing significant delays in achieving goals

CAR Lead: Bob Mattox

Project Name: Adult and Commuter Tracking System

Estimated Cost: \$500

Prepared By: Bob Mattox

Date Prepared: December 13, 2018

Status: On Track

Accomplishments This Month

- Met with Frank Wills and Todd Powell regarding their meeting with Viola from UITS.
- Viola is adapting the MVS tracking system for ACSA.

Plans For Next Month

- Begin the process of Beta testing mid spring semester.

Key Issues, Risks, & Concerns

- None

CAR Lead: Bob Mattox

Project Name: Co-Curricular Credentialing Model

Estimated Cost: -0-

Prepared By: Bob Mattox

Date Prepared: December 13, 2018

Status: On Track; ahead of schedule

Accomplishments This Month

- Revised RSO manual is under review in collaboration with Vice President of Student Affairs, Dean of Students, Assistant Dean of Students for Student Life, KSU Legal and USG Legal. Draft is being reviewed by SA staff for final read through.
- Additional Student Organizations have been added.
- Continued work on the use of tap-in readers to track event attendance.
- Addition of two new branches to Owl Life system to better manage RSO, FSL, Club Sports, and Departmental interactions within Owl Life.
- Pilot of Paths function within Cultural and Community Centers in order to better understand creation and management of Path within Owl Life.
- Increased Owl Life Usage (Fall 2017 v. Fall 2018):
103.8% overall increase in number of interactions tracked in Owl Life
(Fall 2017: 27,166 & Fall 2018: 55,369)
DSA Departments: +127%
RSOs: +31%
162.6% overall increase in number of events hosted in Owl Life
(Fall 2017: 1,051 & Fall 2018: 2,760)
- DSA Departments: +275%
RSOs: -11%

Plans For Next Month

- Meet with department heads and units to create buy in for tap-in readers.
- Meet with all key constituents, division staff first, then advisors and student leaders, to ensure everyone understands the new RSO policy and manual, and how it relates to funding processing

Key Issues, Risks, & Concerns

- None noted.

Project Name: Assessment of Career Planning Offerings for Grad Students **Estimated Cost: TBD**

Prepared By: Amasett Economy

Date Prepared: December 17, 2018

Status: On Track

Accomplishments This Month

- Identified questions to ask in Spring focus group

Plans For Next Month

- Schedule focus group

Key Issues, Risks, & Concerns

- None

Project Name: Graduate Student Mentorship Opportunities **Estimated Cost:**

Prepared By: Amasett Economy

Date Prepared: December 17, 2018

Status: <Planning, On Track, Delayed, On Hold, Closed, *Complete>

Accomplishments This Month

Plans For Next Month

Key Issues, Risks, & Concerns

Project Name: Launching PeopleGrove Mentorship Platform **Estimated Cost:**

Prepared By: Amasett Economy

Date Prepared: December 17, 2018

Status: Delayed

Accomplishments This Month

- Stated to build out the platform, received admin user logins

Plans For Next Month

- Finished all the interworking of the platform and decide on our initial sample group

Key Issues, Risks, & Concerns

- Waiting on UITS to assign us a staff member to assist for the technology side of the platform.