



THE UNIVERSITY OF SOUTHERN MISSISSIPPI

Office of the Provost and Senior Vice President for Academic Affairs

TO: Rodney D. Bennett, President
FROM: Steven R. Moser, Provost and Senior Vice President for Academic Affairs
DATE: June 1, 2018
SUBJECT: Proposal regarding Academic School Staff Operations Manual

The Academic School Staff Operations Manual initiative, known as Academic Implementation Committee Initiative #13 is attached for your review. The subcommittee that developed the proposal, Academic Staff and Structure Committee (ASSC) was chaired by Kelly James-Penot. Martha Resavy served as staff liaison between the staff council and the ASSC.

As reported and verified by Academic Reorganization Implementation Committee (ARIC) chair, Jeffrey Wiggins, this initiative has been revised through broad engagement, communication, and feedback from stakeholders, administrators and governing bodies since your initial approval of the proposal framework in February of 2018. ASSC and ARIC have collated, discussed, reviewed and modified the document to achieve compromise between stakeholder responses while preserving the aspirational merits of the original proposal.

As Provost, I have engaged Deans and Academic Leaders in a final review process.

I recommend that the proposal on the **Academic School Staff Operations Manual**, be approved and administered under the oversight of the Office of the Provost.

Steven R. Moser, Provost
Senior Vice President for Academic Affairs

Approval:

Rodney D. Bennett, President
The University of Southern Mississippi

Date

Initiative #13: Academic School Staff Operations Manual
INITIATIVE IMPLEMENTATION PLAN
Academic Staff Structure Committee

Academic Staff Structure Committee

Chair – Kelly James-Penot

Anna Barrett, Darcie Conrad, Elizabeth Cranford, Sally Downey, Darcie Graham, Heather Miller, Quentisha Jones, April Jordan, Sharon King, Gina McCarty, Martha Resavy, Michelle Shows, David Sliman, Carlos Sterling, Debbie Stoulig, Tameka Sullivan, Danielle Sypher-Haley, Terry Whittington

I. Identify the aspirational aims of the initiative.

The Academic Reorganization Staff Structure Committee recommends the establishment of a website to house forms, instructions, and support materials related to the tasks outlined in the Inventory of Work. This site, which will function as an operations manual, has the potential to maximize efficiencies and improve consistency, service, productivity, and engagement at the school, college and university level.

II. Discuss how feedback and recommendations were integrated into initiative.

- a. The Academic Reorganization Steering Committee recommended that this proposal be adopted for implementation in full.
- b. The committee has identified that a compact version of this manual exists on the CoAL Quick Links page (<https://www.usm.edu/arts-letters/quick-links>), and this page is currently in use by university staff and faculty, some of whom have set it as their browser home page.
- c. The committee identified a similar resource on the Student Success website, Faculty & Staff Quick Links (<https://www.usm.edu/success/quick-links>).
- d. The committee solicited feedback from the creator of these two websites, who identified challenges to running the sites, such as links breaking due to URL changes, or process changes which resulted in invalid information/old forms, etc. Though links for feedback exist on the sites, there is not a process in place for this information to be monitored and updated as needed.
- e. The committee met with the heads of both University Communications and iTECH to discuss implementation strategies.
- f. The committee solicited feedback from Staff Council on their potential role as content moderators of the Operations Manual once it is live.
- g. The committee has reached out to non-academic units on campus for feedback on the manual. Currently Procurement, Accounts Payable, the Office of Research Administration, and Procurement have helped by updating documents as needed. Instruction and Form links have been uploaded to a shared folder for use on the Quick Links page. The next units to be contacted will be Barnes and Noble, the Graduate School, the Controller's Office and the Registrar's Office.

III. Summarize the goal(s) & projected outcome(s) of initiative.

- a. Create a web-based manual that university staff can use as a resource for forms and processes.
- b. Ensure that all staff are aware of this resource in order to improve efficiency and consistency of processes.

IV. Timeline:

- a. The committee proposes that the website containing the Operations Manual go live with the forms and instructions identified so far by August 1, 2018.
- b. From August 1, 2018 to August 1, 2019, we recommend that the units which own the processes devote time to ensure their forms are current and linked correctly in the Operations Manual, while ensuring that their instructions for completing the forms are comprehensive and easy to understand.

- c. The committee proposes that the Operations Manual should have full content by August 1, 2019 for a handoff to Staff Council to moderate and maintain.

V. Implementation Methods & Communication:

- a. The committee recommends that Staff Council listservs and the USM Mailout be used to inform staff of the Operations Manual as a resource.
- b. The Operations Manual should be referenced at staff meetings, and staff should be asked to use the feedback form on the site to report broken links, missing or outdated information, or suggestions for improvement.
- c. The committee recommends that all future staff be introduced to this resource at the start of employment.
- d. The Committee recommends the use of the Student Success website to house the Operations Manual.
- e. Staff Council will coordinate the updating and maintenance of the Manual as procedures and forms evolve.
- f. Periodic updating will be overseen by Staff Council.

VI. Metrics & Milestones:

- a. The committee will use Qualtrics (provided by iTECH) to conduct surveys on the effectiveness of this resource.
 - i. September 1, 2019: The Operations Manual Subcommittee will survey one school in each college to gauge the effectiveness of the manual.
 - ii. June 1, 2020: The review Committee will again poll school staff to see if they find the manual effective, time-saving, and accurate, and to determine if items need to be added, deleted, or modified.
- b. We will use Google Analytics to track how many visits the site receives during the trial phase.
- c. July 1, 2020: Website analytics will be used to see how often the Manual is used and to determine periods of heaviest and lightest traffic.

VII. Personnel Resources:

- a. Staff Council will moderate the manual as it touches on processes initiated and executed by staff university-wide. We recommend that Staff Council assign moderator duties to a standing committee that will evaluate the Operations Manual website on a monthly basis to identify broken links, to address modifications to instructions and forms, and to relay these adjustments to the webmaster.
- b. Non-academic personnel that interface with the execution of the duties outlined in the inventory of work—academic, financial, or administrative—should be consulted to ensure that the information on the site is accurate and comprehensive. eg. Purchasing, Property Accounting, Business Services, etc.

VIII. Financial Resources:

- a. The committee recommendation is that the Operations Manual be housed electronically on the existing Student Success website, requiring no additional cost for IT infrastructure.

IX. Potential Constraints:

- a. Constraints exist mainly in the inherent difficulty in keeping up with changing processes and office webpages.

X. Institutionalization:

- a. Staff Council has voted in favor of being the moderators of the Operations Manual.
- b. Communication of this resource to existing employees and new hires is the recommended route to institutionalize this resource.
- c. We recommend that all non-academic units be asked to inform Staff Council and/or the webmaster when they make changes to processes or web addresses so that the site can be consistently updated.
- d. We recommend that all units add revision dates to their forms, so out-of-date forms can be more easily spotted and removed.
- e. In order to maximize efficiency, we recommend that all academic units link to the operations manual in lieu of making their own resource pages, so that information only needs to be updated once. We also recommend that forms be downloaded fresh before use rather than saved on hard drives or printed and photocopied; this will ensure that everyone is using the most updated form.

Initiative #13: Academic School Staff Operations Manual

Academic Staff Structure Committee

Committee Charge Being Addressed by Proposal

- Develop inventory of work, classified into categories.
- List potential new configurations/ideas to maximize efficiencies, service, productivity and engagement.

Academic Staff Structure Committee

Chair – Kelly James-Penot

Anna Barrett, Darcie Conrad, Elizabeth Cranford, Sally Downey, Darcie Graham, Heather Miller, Quentisha Jones, April Jordan, Sharon King, Gina McCarty, Martha Resavy, Michelle Shows, David Sliman, Carlos Sterling, Debbie Stoulig, Tameka Sullivan, Danielle Sypher-Haley, Terry Whittington

Through the course of our meetings, the Academic Reorganization Staff Structure Committee has identified common duties across all schools being executed through inconsistent means. To ensure consistent and efficient execution of these duties, an Academic School Staff Operations Manual should be created to house links to all relevant training, instructions, forms, policies and procedures in one central location. The committee believes that the majority of this information already exists yet is housed and maintained individually in the units through which these duties are processed.

The Staff Structure committee has discovered that a great deal of duplicated effort has been put forth by individuals to create versions of an Operations Manual in an attempt to ease disruption of work flow during anticipated (and/or unanticipated) extended absences.

The goal of the Operations Manual is to increase access to a breadth of knowledge among multiple staff and faculty administrators within Colleges and Schools. Staff within all academic units should receive proper cross-training and access to the necessary documents to execute identified duties. This will ensure that business processes are uninterrupted and core job duties are covered when staff members are unavailable, allow issues to be resolved efficiently, and improve support for faculty and students.

1. Identify components to form an Operations Manual

- A. The core set of duties repeated across all schools as listed in the Staff Structure Proposal should be used as a basis to create a living document.
 - B. Currently the instructions and forms to execute these duties are housed within multiple units on campus. For example, payroll oversees the time card procedure. The procedures and forms to fill out a timecard should come from payroll. If at any time payroll changes the policies or procedures for filling out timecards, this information should be updated in the Manual.
 - C. The Manual should be housed online so that all academic staff and administrative faculty have access to the Manual and to the forms necessary to complete the duties.
 - D. The Committee recommends the use of the Student Success website to house the Operations Manual.
 - E. Staff Council will coordinate the updating and maintenance of the Manual as procedures and forms evolve.
 - F. The Manual should be used for initial training for incoming Administrative Specialists and Administrative Faculty.
 - G. The Manual will identify each duty and link it to the office through which the duty is processed. (See Appendix A)
2. The Manual will be fully interactive and updated regularly. Periodic updating will be overseen by Staff Council.
 3. Timeline for developing the Manual
 - A. Staff across campus will be consulted during the spring of 2018 to identify needs and solutions: academic staff who initiate processes, non-academic staff who are responsible for completion of processes, and, as needed, individuals on campus with specific areas of expertise.
 - B. The Committee should aim to complete the Manual research and development by the end of the Spring 2018 semester for an August 1, 2018, go-live date.

- C. August 1, 2019: The Committee will meet to discuss any necessary changes to the Manual. The committee should make recommendations for ways to improve effectiveness, accuracy, and reach.
4. Short- and long-term financial impacts
 - A. The Manual will be housed electronically, requiring no additional cost for IT infrastructure since the university already maintains a content management system.
 - B. Employee release time during normal working hours should be sufficient to complete and maintain the Manual.
5. Evaluation Strategies for the Operations Manual
 - A. September 1, 2019 – June 1, 2020: The Review Committee will run a self-study in one new school of each college to gauge the effectiveness of the Manual.
 - B. June 1, 2020: Review Committee will poll School staff to see if the Manual is effective, time-saving, and accurate, and if items need to be added, deleted, or modified.
 - C. July 1, 2020: Website analytics will be used to see how often the Manual is used and to determine periods of heaviest and lightest traffic.

Appendix A: Core Academic Staff Duties

Budgetary:

1. Permission to Hire
 - a. Process Through: Provost Office
2. Personnel Action Form (PAF)
 - a. Process Through: Paper copies in Human Resources
3. Personnel Data Sheet (PDS)
 - a. Process Through: Human Resources
4. Adjunct Hiring
 - a. Process Through: Office of the Provost
5. Graduate Assistant (GA) Paperwork
 - a. Process Through: Human Resources/Deans offices/Graduate School
6. Maintain Personnel Files
 - a. Process Through: Schools
7. Time Sheets/Submit Payroll
 - a. Process Through: Human Resources
8. Soar-Fin and Procurement Card
 - a. Process Through: Procurement
9. Monthly Detailed Report (MDR)
 - a. Process Through: Controller's Office
10. Requisitions/Purchase Order (PO)
 - a. Process Through: Soar-Fin
11. Payroll Distribution Report (PDR)
 - a. Process Through: Controller's Office
12. Reconciling/Fixing Payroll Errors
 - a. Process Through: Payroll
13. Interdepartmental Invoice (II)
 - a. Process Through: Controller's Office
14. Remittance Voucher
 - a. Process Through: Procurement and Contract Services-Accounts Payable
15. Reimbursement Voucher
 - a. Process Through: Procurement and Contract Services-Accounts Payable
16. Permission to Travel (PTT)
 - a. Process Through: Procurement and Contract Services-Travel Office
17. Travel Voucher
 - a. Process Through: Procurement and Contract Services-Travel Office
18. Professional and Personal Services Agreement (PSA)
 - a. Process Through: Purchasing
19. Budget Revisions
 - a. (E&G) - Process Through: Office of Fiscal Planning and Analysis
 - b. (Grants) - Process Through: Office of Fiscal Planning and Analysis

- 20. Pinnweb
 - a. Process Through: iTech
- 21. Cash Net
 - a. Process Through: Business Services
- 22. Petty Cash
 - a. Process Through: Business Services
- 23. Request for Foundation Withdrawal
 - a. Process Through: Foundation
- 24. USM Foundation GO! System
 - a. Process Through: Foundation
- 25. Grant Reporting
 - a. Process Through: Office of Research Administration
- 26. T&E Reporting (Grants)
 - a. Process Through: Office of Research Administration

Academic:

1. Course Scheduling
 - a. Process Through: SOAR and Astra/Schools
2. ASTRA
 - a. Process Through: Office of Registrar
3. Textbook Entry *
 - a. Process Through: Enlight/Schools and Dean's Office
4. Ordering Desk Copies *
 - a. Process Through: Schools
5. Recruitment
 - a. Process Through: Admissions, Dean's, and Schools
6. Graduate Admissions Paperwork
 - a. Process Through: Graduate School, Schools, & Dean's offices
7. Graduate Assistant Paperwork
 - a. Process Through: Graduate School, Schools, & Dean's offices
8. Admissions Portals - Radius and AppReview
 - a. Process Through: Graduate School
9. SOAR Processes
 - a. Process Through: Office of Registrar
10. Processing Student Forms (UG/Grad Application for Degree, Change of Major, Probation Continued/Suspension, etc.)
 - a. Process Through: Forms are found on the Registrar's website/Schools, ACA, Registrar's
11. Assigning Advisors
 - a. Process Through: SOAR/Schools
12. Change of Major/Minor
 - a. Process Through: ACA/Schools
13. UG & Grad Bulletin Updates/Changes (Should be handled by program directors)
 - a. Process Through: Office of Registrar/Program Directors
14. Foundation Scholarships/Awards
 - a. Process Through: Foundation/Schools
15. Proposals for Academic Council & Graduate Council
 - a. Process Through: info.usm.edu/academic-council and graduate council?
16. Consortia Agreements/Contracts with Facilities for Internships or Student Observations
 - a. Process Through: Office of the Provost/Schools

Management:

1. Inventory/Property Accounting
 - a. Process Through: Department of Procurement & Contract Services - Property Accounting/Receiving (AssetWorks)
2. Building Liaison
 - a. Process Through: Physical Plant Work Orders
3. Maintain Website
 - a. Process Through: The Office of University Communications
4. All Media: Facebook, Twitter, etc.
 - a. Process Through: The Office of University Communications