Administrative Program Review Auxiliary Services Committee Report

I. Introduction

The Auxiliary Services Program Review committee met on December 3 & 4 in Harrill Hall Multipurpose Room on the campus of Western Carolina University. The assessment review and interviews portion lasted from 8 am to 6 pm on Thursday, meeting with key stakeholders within Student Affairs, Residential Life, Athletics, Business Affairs and students of WCU.

Early on in these meetings we discovered the critical nature of the service that Auxiliary Services provides the student, faculty and staff of WCU. This discovery highlighted current strengths and shortcomings of Auxiliary Services in serving the WCU students. It was also discovered the level dependence students currently have on the Cat Card and the impact it has on a day to day positive campus life and educational experience.

II. Analysis of Program

The primary purpose and role of the Auxiliary Services operation is to provide necessary products and services for students, faculty, staff, visitors and community members. Services include: ID Card and Badge production; Soft Drink and Laundry Vending; Cable TV Service; and the On-Campus Privilege Control System (Odyssey) used for managing meal plans and various other activities through the use of the University ID Card (CatCard). All of these products and services are provided with the purpose of ensuring availability to required services, financial stability of the department (department receives no state funds), and a proper balance between quality and cost of services. Conclusively, the Auxiliary Services department strives to maximize revenues to provide financial support for University initiatives.

Auxiliary Services has transitioned and evolved from being responsible to the Administrative and Finance Division to Student Affairs Division, responsibilities and duties have been redefined. The Auxiliary Services staff has and is transitioning to the mission of Student Affairs Division.

The expansion of the “Cat Card” has become the key component and function to the life of the students, faculty and staff on campus. To the point, the University has designated the Cat Card/Odyssey system an “Enterprise Wide System” on Campus. The Cat Card/Odyssey system is maintained and serviced by the staff of Auxiliary Services with technical support from one individual in IT Services. The reviewers could never conclude how additional support or back-up of such a critical system is made available when issues arise.
Our analysis concludes that the Phone billing and the Cable TV contracts does not meet the mission of Auxiliary Services a lined in Campus Services and would be better suited in different functional areas. It is recommended that these functions be evaluated and placed in a suitable department that better fit these processes.

III. Analysis of Staff

The staff of Auxiliary Services possesses an excellent quality job skills and experience. They are highly regarded by the student population as well as university staff. They are mission focused not just on the university mission of providing exceptional university and academic experience at WCU. They also align with the mission of Student Affairs. This focus shows each day in their job performance.

Our analyses concludes the following

1. Additional staffing is need to support the day to day operation of Auxiliary Services in terms of technical IT support (help for Russ and Jeff) and administrative support in the office for Tatum.
2. There is tremendous opportunity for providing continuing educational and job training for current staffing. Our analyses found that with current staffing limitation it is almost impossible for the staff to seek the training to become more effective in jobs.

IV. Analysis of Operational Facilities and Budget

Our analyses found that there were sufficient monies available within the current budget structure if several funded position in other cross functional lines were returned to Auxiliary Services.

Our analyses also found that there is a critical need to review current office space allocation for functionalities and location. The current location is not conducive for the level of services expected by the university to the student, faculty, staff and community.

V. SWAT of Auxiliary Services

a. Strength
   i. Excellent customer services
   ii. Dedicated Staff
   iii. Staff knowledge of their jobs and software
   iv. Students believe the services is fantastic
   v. Staff has great institutional knowledge
   vi. Team players
   vii. Process large amount of work with limited staffing

b. Weakness
i. Too few staff
ii. No backup personal if key people are off or leave the university
iii. Operational space and location is inadequate
iv. Staff feels isolated in the mission of Campus Services and university while managing one of the few enterprise wide system
v. Lack of continued educational opportunities due to limited staffing and work load
vi. No staff development or succession plan for Jeff or Russ for when away from the university


c. Opportunities
i. To increase the reach of the CBord system by including door access into their services
ii. The ability for student to replace a lost or damaged Cat Card during non-business hours within the Student Affairs Division

d. Threats
i. Lack of business continuity and succession planning
ii. Lack of continuing education for staff member
iii. Lack of additional human resources during peak periods and for when CBord expands

VI. Summary of Recommendations
a. Pass the billing of the phone contact to the best appropriate functional area
b. Pass the contract management of the Cable TV program to the best appropriate functional area
c. Establish some sort of cross training program to ensure that Jeff and Russ have backup to effectively handle CBord problems when both Jeff and Russ are not available when the system goes down.
d. Review and write a written policy and procedures document for Cat Card program and operations
e. Create a third position within Auxiliary Services that will support both Jeff and Russ with maintaining the CBord / Cat Card program.
f. Identify a new larger space for Auxiliary Services to relocate in order to better serve the student and other customers.
g. Communicate to the campus Auxiliary Services role and mission on campus
h. That there be some sort of conference call with Keith to debrief finding of committee

Notes for Meeting with Auxiliary Services stake holders:

1. Keith Corzine & Bryant Barnett
   a. Student satisfaction is paramount to the process
   b. Realities
      i. Re-org / hard to do but doable and may not have been positive in the past but dealt with it
      ii. Salaries are an issue
      iii. Not into who is at fault, deal with the problem
      iv. Strategic planning not done in past but starting now
      v. No business continuity plan
      vi. Learning to work within the frame work of the policies / how to solve problem within the current guidelines and policies
      vii. Russ Crisp is key employee but reports to IT
      viii. IT is critical to future success
      ix. Aramark not always consistent but getting better
2. Jeff Bewsey
   a. Area / Contract managed
      i. Pepsi
         1. Manage contract
         2. Can’t use declining balance on Pepsi machines
      ii. Cable TV
         1. Tim Chatham contact vendor and deals with work orders
         2. Still questions on how many students use the service?
         3. About 100 students get converter boxes to help analog tv connect and get signal
         4. Students seem to indicate more are watching Netflix and Hulu more than cable
         5. Few problems with system, all fiber connections and fast respond time for problem fix when needed despite the fix coming from Ohio
      iii. Laundry
         1. Working to move away from ASI and going to a free with student fee price included in student fees
            a. Student did not seem to like this idea, like being responsible for paying for the service
         2. 260 machines in system and will need to decide on will they replace with residential or commercial machine, cost is a concern
         3. Will need to hire a maintenance person to keep these machines operational / concern about the difficulty of accomplishing this
      iv. CBord
         1. Meal plan on this
            a. Declining balance
            b. Board Plan
            c. Cat Cash
         2. Door access on this
         3. Rec Center access
         4. Has value ad machine for card
         5. Students get Athletic tickets
         6. Financial Aid
         7. Bookstore
         8. One of the very few enterprise wide systems on campus
         9. Vending access
            a. Declining balance for Aramark vending machines
            b. Cat Cash for Pepsi machines
         10. Russ Crisp and Jeff are the only two people to problem solve issues with CBord
             a. Big problem / lack of depth
         11. Jeff trouble shoots 50 to 60% of the issues with the readers
         12. There is no business continuity plan for if system goes down or someone leaves WCU
         13. Process and procedures are just now being written to help with others with what to do
         14. Aux Services makes 80% of all cards on campus
         15. Student at One Stop are using generic access to make cards at that
Only two employees in Aux Services.

One employee went to One Stop to handle card issues, but was promptly assigned other duties and student assigned making card and not solving card problems.

Is there someone else in Student Affairs who can deal with the contract that Jeff deals with or can some of them be passed on to IT? Phone billing and Cable TV?

Bill Pay for Aramark

1. Rick works about 10 hours each week processing Aramark catering and other Aramark billing for Jeff to approve.

Phone billing process & Cell Phones

1. Current billing process will be going away when IT converts campus to Voice Over IP. But will still need to deal with International Billing. Can this be pushed to IT who handles all phone issues now and in the future?
2. IT supervises a contract employee who deals with phone repair issues and move & change problems. But Aux Services does the billing
3. 100 cell phone on allowances now
4. About a dozen of WCU phones managed

Almost no strategic planning for future being done now

Almost no training/continuing education due to staffing or workload issues

3. Jason Lavigne, Scott Swartzentruber, Donna Jones & Nancy Brendell
   a. Meal plans are in the process of being automated with a portal for student to choose and automatically upload into system, saving time and man power and errors
   b. Building access is hurting and needs attention. Current needs has outgrown the current system capabilities
   c. Jeff currently have not part of this discussion
   d. Great knowledge and resource in Jeff’s office
   e. No business continuity plan in place

4. RB Danner, Tim Chapman, Ami Williams & James Thomas
   a. Laundry refunds a large problem
   b. Vending readers have a low instance of problems on campus
   c. Most vending issues are involving cards
   d. There is no solution for students to get a new card if one goes bad over the weekend or lost.
      i. If lost over weekend student contact Campus Police and they can disable a card when reported lost
      ii. Student have to find a way into housing or get Dining Services to take their number and let them into eat in cafeteria
      iii. Is there a way to solve this problem by someone taking ownership of making cards on the weekend? Someone in Student Affairs who student already turn to on weekends
   e. Jeff handles issues with academic building vending machines and Tim handles only housing vending machine issues. Could this not be changed for Jeff to get out of this?
   f. How much does student use Cable TV
   g. All readers are installed by Res Life and then programmed by Jeff and Russ
h. Academic and Admin building access is desired to be controlled by CBord in the future, creating more work for someone
i. Different area produce card for various programs for summer camps or conference services and Aux Services had a role to play in this.
j. Other areas create and make cards, should this not be under Aux Services area?
k. Would it be possible to allow different stakeholders to have access to CBord for data input of their programs?

5. Students – 3 Students Came
   a. Like the card being the access point on campus for everything
   b. Asked about a phone app to replace the card
   c. One students roommate lost card on weekend and she had to use here card and declining balance to feed her roommate
   d. Seemed not to use Cable TV much, but tended to use internet to access Netflix and other items like this
   e. Like the service
   f. Like to be held responsible for things
   g. Needed card to get mail and packages from home

6. Stefanie Conley and Pam Degraffenreid
   a. Pam has issue with Pepsi in Book Store, they can’t seem to keep things stocked
   b. Would like to use wireless access reader and billing but can’t due to PCI compliance issues
   c. Issue with quality of cards, but recognize this is changing
   d. Customer services is great
   e. Book Store does gift cards and this is worked out great. The can only be used in bookstore
   f. Declining balance and Cat Cash are issues in athletic concession stands

7. Tatum
   a. Always busy with work
   b. Small space in which they work
   c. Lack of help in supper busy
   d. She makes
      i. Departmental badges for student, examples are Nursing Student, EMC Students and others
      ii. Departmental copy cards
      iii. Conference and camp cards
      iv. Athletic cards
      v. Time fixing basic problems with CBord
      vi. Current location is extremely small and an issue
      vii. Pay is an issue

8. Russ
   a. There is support contact with CBord to help with knowledge with issues if both Jeff and Russ are out of touch
   b. 35% of Russ’s time is allocated to supporting the CBord program.
   c. Does maintenance and support to interfaces to CBord and all of the other programs that CBord touches
   d. Door access will be an interesting solution and a potential issue, Slag will have to be upgraded before it interfaces with CBord.
   e. CBord has the capabilities to offer enterprise wide access solutions to the university
f. Difference people will install the readers but Jeff has to do the programming

g. Dedicated technology position in the Auxiliary Services to support CBord