



Action Plan Report New River Community and Technical College

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Executive Summary

Maximize Your Ellucian Enterprise Platform Realizing the Strategic Vision

New River Community and Technical College (NRCTC) has been an Ellucian Banner client since 2009 with the shared mission of providing superior services to students, faculty, and staff. Today Ellucian serves over 2,400 higher education clients using the Banner, Colleague or PowerCampus Enterprise (ERP) system. Today the Banner system purchased by New River over 5 years ago includes the Banner Student, Financial Aid and Finance systems.

Dr. Marshall Washington, President at NRCTC, engaged Ellucian to evaluate the overall use of your Ellucian solutions by college staff and determine where opportunities exist to increase efficiencies and maximize return on investment. The primary objective in conducting the Action Planning evaluation process is to align the institution's goals with actionable initiatives that will result in increased productivity and resource savings over time.

“The first rule of any technology used in business is that automation applied to an efficient operation will magnify the efficiency. The second is that automation applied to an inefficient operation will magnify the inefficiency.”

Bill Gates

Key outcomes of the Action Planning process are to:

- Improve utilization and efficiencies of the Ellucian Solutions
- Explore new technologies that will enhance staff, faculty and student success
- Establish a support structure to sustain success

On July 15 and 16, 2014, NRCTC's Client Partner Suzette Compton, conducted the on-site Action Plan discovery interviews with end-users, students, faculty and the President's Cabinet. An online survey was completed by over 35 staff in preparation for the on-site discovery interviews. We have evaluated the information obtained from both of these engagements and present our findings in this report along with our prioritized recommendations and a suggested timeline to maximize your Ellucian enterprise platform and meet your strategic goals.

Several high-level observations from these engagements include:

- Most staff noted a significant lack of training in the use of the system's basic and advanced features, resulting in a heavy reliance on IT to find the answers.
- The majority of processes are paper-based with minimal use of rules and no job scheduler to automate.
- Staff has strong reliance on IT for report creation and query support. The current reporting structure requires extensive manual manipulation and IT intervention.
- Faculty and office staff expressed a desire to extract data and run their own reports.
- Most staff members interviewed were unaware of some key functionality that existed.
- The Ellucian-delivered reports were not well known to most staff.
- Reporting requests and some department process setups are centralized to IT.
- Decentralizing knowledge to each department and assigning super-users is essential.
- Shadow systems still exist at the expense of data living in Banner.

- Increasing self-services for students such as advising is essential.
- Security policies and procedures need to be strengthened and followed.
- Baseline utilization of existing functionality needs to be implemented.
- Documentation of processes is essential.

In reference to the Advancement area, Ellucian recommends that:

NRCTC continue the use of Raiser's Edge software and not pursue the implementation of Banner Advancement. NRCTC has already canceled the maintenance on Banner Advancement and implemented Raiser's Edge. It is recommended that the Raiser's Edge implementation and processes be reviewed in order to fully realize the benefits of this software.

The Action Plan findings and recommendations represented are focused on strengthening operational excellence and improving the student experience to support the continued growth and success of NRCTC. At Ellucian, we appreciate the opportunity to collaborate with NRCTC. We are confident that this engagement will provide a roadmap that fosters institutional effectiveness and aligns technology with institutional goals at NRCTC.

New River Community and Technical College's Strategic Priorities

The following are specific goals identified in your institution's Strategic Plan that can be supported by maximizing your Ellucian enterprise education platform. Ellucian's solutions are intended to support the achievement of these goals using the most cost effective and integrated technologies and business processes.

NEW RIVER COMMUNITY AND TECHNICAL COLLEGE'S STRATEGIC PRIORITIES		ELLUCIAN RECOMMENDATIONS
PRIORITY #1	<p>Be accountable, transparent, and innovative</p> <ul style="list-style-type: none"> - Promote continuous improvement; embrace one college vision; increase retention, improve persistence and graduation/completion rates; implement best practices; improve communication. 	<ul style="list-style-type: none"> • Simplify processes and boost productivity with a document management system. • Maximize the value of your investment by using experienced consultants to help keep your project(s) on track and your staff trained.
PRIORITY #2	<p>Build Human Capital</p> <ul style="list-style-type: none"> - Enhance work environment; focus on training and professional development; recognize professional accomplishments; refine branding and identity; address faculty staffing levels. 	<ul style="list-style-type: none"> • Invest in Human Capital by keeping your users up-to-date on the latest functionality and leveraging the solution to its fullest.
PRIORITY #3	<p>Position the College as the first-choice provider of transfer, career/pre-professional, technical, workforce, and community education in its service region.</p> <ul style="list-style-type: none"> - Enhance learner-centered services; develop programs and services; develop distance learning; grow partnerships, affiliations and alliances. 	<ul style="list-style-type: none"> • Deliver and manage non-traditional offerings as quickly as the market demands. • Increase non-traditional enrollment by providing easily accessible, on-line access to continuing education students.



Current State and Positive Business Outcomes

Onsite Discovery Results

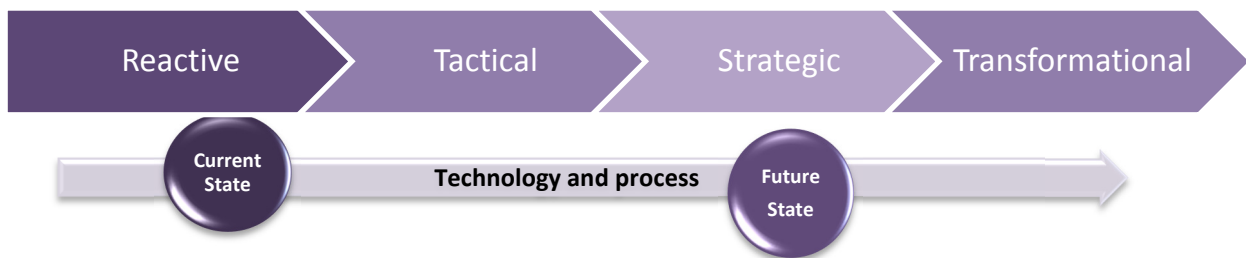
NRCTC has been an Ellucian client since 2009 and has achieved progress in many areas throughout the campus including Academic Records & Registration, Continuing Education, Enrollment Management, Financial Aid, Financial Operations & Purchasing, Human Resources, Information Technology, Institutional Advancement, Institutional Research & Assessment, Payroll, Student Accounts, Teaching & Learning (Faculty), Executive Team and Students, all of which participated in our onsite interviews.

Since that time, Ellucian has continued its commitment to institutions such as NRCTC by developing powerful new functionality, capabilities and service offerings that will enhance the overall performance and efficiency of the solutions currently in place at NRCTC.

During the onsite discoveries we heard specific business challenges described by participants across campus. This section provides additional detail about these onsite discoveries as well as Ellucian's recommended initiatives for success in meeting them.

Our recommendations are focused on solutions that result in increased staff efficiencies and automation that will support a culture of continuous process improvement. The objective is to provide actionable initiatives that will focus your efforts on enhancements that are directly aligned with your institutional goals. These recommendations are based on years of best practice experience with hundreds of institutions such as NRCTC in combination with the information gathered during the onsite discoveries.

Our goal is to help you capitalize on available solutions to achieve institutional excellence and student success. By addressing these challenges as part of a holistic Action Plan, NRCTC will be better prepared to face today's emerging trends and will be more agile to handle tomorrow's unique challenges.



Increase Efficiencies and Automation

Today's budget challenges have all institutions looking to "do more with less." Your mandate is to offer more and better services to students and staff, while at the same time reducing your institution's costs.

It's never been more imperative to automate the entire student lifecycle—from when a student is first recruited by an institution to relationship management after a student graduates.

During our onsite assessment it became apparent that many departments at NRCTC are not taking full advantage of existing automation features and instead are relying on manual, paper-based and batch processing efforts to accomplish critical tasks.

Current State:

- Not utilizing baseline Banner functionality in many areas – Student, Financial Aid and Finance.
- Processes and reports require manual effort to launch.
- Owns both FormFusion and Intellicheck and has not implemented them.
- Not utilizing an imaging product.
- Owns Workflow and has not implemented it.
- Not utilizing baseline DegreeWorks functionality. Students and faculty do not trust the data, as it is inaccurate and/or incomplete.
- Not prepared for move to Banner XE.

Recommendations:

- Ellucian recommends that in Phase 1 NRCTC engage in:
 - Process Improvement Assessments for Finance, Financial Aid and Student/AR, including a detail code review
 - Business Process Modeling services for Human Resources
 - Implementation services for eVisions FormFusion and Intellicheck
 - Purchase and implement a job scheduler
 - Complete the Banner XE Readiness Survey
 - Download and implement Ellucian Solution Manager

This will allow NRCTC to move toward utilizing baseline Banner functionality, managing software, enhancing and simplifying check processing and form generation as well as automating processes. For example – 3000 checks are manually generated each term, requiring manual review and uploading in two different software packages.

- Ellucian recommends that in Phase 2 NRCTC engage in:
 - DegreeWorks refresher training
 - Consulting based on Student, Finance and Financial Aid PIAs, implementing prioritized recommendations based on the assessments
 - Budget Development consulting services
 - Purchase and implementation of Banner Document Management software
 - Rollout Banner XE

This will allow NRCTC to begin utilizing baseline Banner functionality, further automate processes and realize operational efficiencies. In addition this will reduce the risk of PII (personally identifiable information) being compromised through paper copies of student and employee PII.

- Ellucian recommends that in Phase 3 NRCTC engage in:
 - Workflow implementation
 - Position Control Consulting Services
 - Mass Utility update process

This will allow NRCTC to further automate processes, enhance operational efficiencies and prepare for the eventual move to Banner XE.

Future State:

By enhancing the use of existing solutions you can leverage numerous automation features to cut down on your staff's cumbersome (and often error-prone) manual processes. Automation provides a more repeatable, reliable and efficient means for things such as communicating with your students and printing reports, schedules or bills that are needed on a regular basis.

An aggressive and targeted plan to help you optimize your investment in Ellucian technology, streamline your campus-wide workflow and automate your strategic business processes will enable everyone on your staff to reduce the total cost of ownership of your technology and offer better service to students.

Create a culture shift

The business of higher education has changed. Limited no longer to administrative and back office functions, the business of higher education today demands focus on a blend of domains across the campus—from teaching and learning to strategic planning.

In the face of dynamic change, your faculty and staff must learn to adapt quickly and act strategically in order to accelerate institutional effectiveness and achieve results at your institution. Unfortunately, many departments at NRCTC have numerous long-term employees who are used to doing the same things in the same ways, and they often don't have the time or ability to implement new capabilities and processes to increase their operational effectiveness.

Today's higher education administrators face increasing demands to be more effective and accountable when managing their institution. It's never been more important to build a culture of proactive leadership based on individual ownership and accountability.

Current State:

- Data governance at NRCTC needs to be strengthened.
- Student retention plan needs to be formalized.
- The retention rate at the college is extremely low, reported at one point to be 10 per cent. In addition, the students interviewed related that from the first day of class to the end of term, it seems that more than half of their classmates drop classes. One student related that a class started at about 25, but by the end of term there was only 10-12 students. This indicates a "perception of failure" by the students.

Recommendations:

- Ellucian recommends that in Phase 1, NRCTC engage in:
 - Data Governance Workshop
 - Student Retention Planning

This will allow NRCTC to further develop data governance for the college and establish a formal student retention plan.

Future State:

By creating this culture shift at NRCTC, you will be positioned for the rapidly evolving future of education with more efficient processes, increased student satisfaction and retention, improved employee morale, and noticeable campus-wide progress toward priorities and business goals.

Establish an Accountability Structure to Achieve Success

In higher education, change is happening on every front and the pace is accelerating like never before. Like most institutions, NRCTC is struggling to keep up with rapid-fire changes in regulations, technology, student demands, staff attrition, teaching and learning advancements and much more.

Keeping your mission-critical applications at peak performance demands diligence and specialized expertise. Day-to-day management of applications and their associated operating systems and database environments can be challenging for institutions whose resources are taxed by a variety of often-competing IT priorities. Our assessment indicates NRCTC is struggling in this area.

Ellucian solutions can help you manage change and handle increasing demands by automating critical processes, streamlining workflows, and ensuring better compliance with regulatory mandates. It is critical for NRCTC to take immediate and dynamic steps to better manage change across the entire institutional environment.

Current State:

- Data integrity is lacking and is an issue of concern voiced by numerous college employees.
- Accurate reporting is not possible with inaccurate and/or incomplete data in the system.
- Security of employee/student personal information is lacking.
- The same data is kept in multiple systems including paper files. Reconciliation and consistency of data is questionable.
- Employees from one department do not trust the data that is entered/updated by another department. Trust in the data suffers from this conflict. Ownership and accountability of data has not been clearly established.

Recommendations:

- Ellucian recommends that in Phase 1, NRCTC engage in training and consulting services for:
 - Banner General/data standards cleanup
 - Security consulting and training services

This will allow NRCTC to clean up data issues in order to better utilize the system and generate more accurate reports as well as address current security issues. Providing training to staff will increase trust in the data that has been entered by those employees.

Future State:

Creating a strong support structure will help NRCTC achieve and sustain long-term success with Ellucian solutions and enhance the way student's needs are served today.

Support Information-Driven Decision Making

In an era of increasing need for accountability, it's never been more important to have key metrics at your fingertips to monitor your institution's performance and meet critical institutional reporting requirements. Your ability to be agile in your response to the challenges of the higher education environment is predicated on your ability to stay ahead of the curve.

During our evaluations, staff reported the need for improved reporting capabilities and a preference for less reliance on Information Technology staff to provide reports necessary for day to day operations. Ellucian's suite of reporting offerings can provide a significant improvement for the management and staff to allow accurate planning and forecasting and provide critical insight into the institution today and for the future.

Current State:

- Data integrity is lacking and is an issue of concern voiced by numerous college employees.
- Accurate reporting is not possible with inaccurate and/or incomplete data in the system.
- Not currently utilizing baseline DegreeWorks functionality. DegreeWorks was implemented but has not been consistently maintained. Students and faculty do not trust the data, as it is inaccurate and/or incomplete.
- Not utilizing baseline Banner functionality for position control or budget development. Currently have manual processes in place.
- Continuing Education/Workforce Development has manual processes. Information is kept in boxes and has to be searched in order to provide required information to the State. Paper certificates are given to qualifying students upon completing a program. One example that was provided noted a student lost their paper certificate and came back to the school to get another copy. The school was unable to find the documentation that this student had completed the program or received a certificate. In addition, when asked about CED tuition costs, pay scales for faculty, or the record reporting for this area, the response was along the lines that the individual didn't care - the problem was that past department leaders didn't think on their own. The individual indicated they didn't care what had been done; they would set their own rates, reporting, etc.

Recommendations:

- Ellucian recommends that in Phase 1, NRCTC engages in:
 - Data standards consulting and training services
 - DegreeWorks retraining services

This will allow NRCTC to clean up data integrity issues and utilize the degree auditing system for students and faculty.

- Ellucian recommends that in Phase 2, NRCTC implements:
 - Budget development module

This will allow NRCTC to utilize the baseline functionality of Banner and automate processes. Utilizing baseline Banner functionality will help to streamline processes and provide a consistent, understandable and transparent business processes.

- Ellucian recommends that in Phase 3, NRCTC implements/purchases:
 - Position control module (implement)
 - Ellucian Elevate (purchase and implement)

This will allow NRCTC to utilize the baseline functionality of Banner and automate processes. Utilizing baseline Banner functionality will help to streamline processes and provide a consistent, understandable and transparent business processes.

Future State:

In today’s economic climate of slashed state budgets, shrinking endowments, and reduced giving, executives and managers at NRCTC need better information to help make smart business decisions. Whether you are solving existing problems or planning for the future, having easy, daily access to relevant information is vital to supporting your institution’s strategic goals.

Improve Utilization of Existing Functionality

NRCTC and Ellucian have been partners for five years. During that time Ellucian has continued its commitment to providing expanded capabilities and campus-wide solutions which will better serve your institution. At the same time natural events such as staff turnover, growing competition within higher education and expectations for more analytical reporting created the need for NRCTC to leverage more efficient and effective ways to use existing and emerging Ellucian solutions.

Our campus-wide evaluation determined that most departments are using the Banner system as it was originally implemented years ago. As a result, several departments around campus are not currently taking full advantage of baseline capabilities and inherent system-wide integration.

Ellucian’s proposed methodology for improving utilization and effectiveness of your existing solutions involves bringing our experienced subject matter experts onsite to consult and implement best-practice business processes as they pertain to functionality within the existing system.

Our approach for NRCTC is prescriptive, with a commitment of focusing on current industry best practices and regulatory compliance.

Current State:

- Not utilizing baseline Banner functionality in many areas – Student, Financial Aid and Finance.
- Owns both FormFusion and Intellicheck and has not implemented them.
- Retention rate at the college is extremely low, reported by one group to be 10 per cent.
- Not currently utilizing baseline DegreeWorks functionality. Students and faculty do not trust the data, as it is inaccurate and/or incomplete.
- Many end users have not been formally trained on Banner.
- Owns Workflow - has not implemented.

Recommendations:

- Ellucian recommends that in Phase 1, NRCTC engage in:
 - Process Improvement Assessments for Student, Finance and Financial Aid

- Retraining for DegreeWorks
- Implementation of eVisions Intellicheck and FormFusion
- Student Retention Planning services
- Security training and consulting services
- Use of On-Demand Subscription Library for Banner training
- Join the Commons, attend regional users conferences and engage in Webinars in order to be informed of available and enhanced functionality that could be utilized

This will allow NRCTC to utilize the baseline functionality of Banner, DegreeWorks, Intellicheck and FormFusion; establish a formal student retention plan; address security issues and continuously train faculty and staff who use Banner.

- Ellucian recommends that in Phase 3, NRCTC engage in:
 - Training and consulting services to implement Workflow

This will allow NCTC to automate processes and will enhance operational efficiencies.

Future State:

Our recommendations are focused on taking actions that will result in increased efficiencies and process automation that support a culture of continuous process improvement. By discovering new efficiencies, eliminating inefficiencies, and aligning appropriately supported business processes with strategic initiatives, your institution can more successfully focus its resources on achieving desired goals.



Let's Get Started

Next Steps

With the move toward expanded offerings and enrollment growth, the time to evaluate and improve business processes has never been more critical. Ellucian believes that executing the Action Plan presented to NRCTC will result in substantial staff productivity gains and an enhanced and more personalized user experience for students and staff.

Next steps to begin driving results are:

STEP 1 PRIORITIZE ELLUCIAN RECOMMENDATIONS

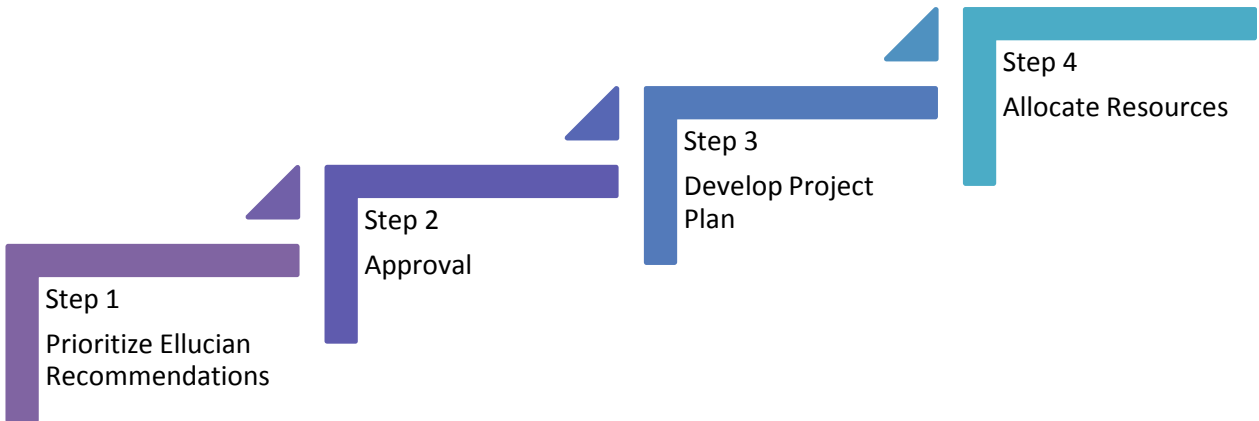
STEP 2 EXECUTIVE TEAM APPROVAL

STEP 3 DEVELOP PROJECT PLAN

STEP 4 ALLOCATE RESOURCES

We welcome the opportunity to partner with NRCTC in defining and achieving best-in-class models of operational excellence and student success.

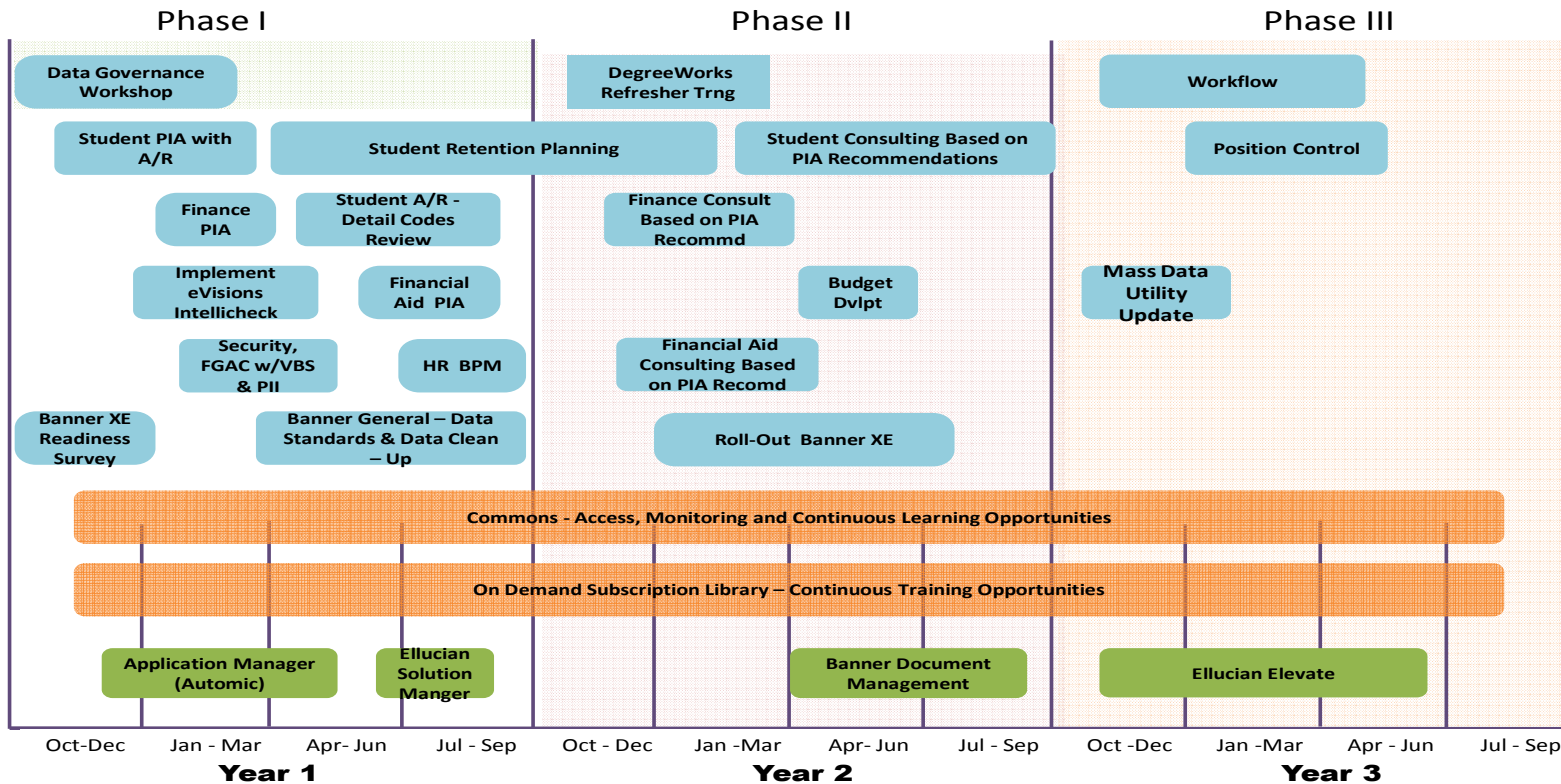
Let's get started.



Based on the Ellucian findings of the NRCTC engagements, Ellucian recommends the following optimization timeline to support these projects. This timeline is a living, breathing document, and the project manager will work closely with all key stakeholders and leadership to adjust as necessary to ensure institutional success.



Proposed Timeline



LEGEND

 Current Software Consulting

 Training/Services

 New Product & Implementation

August 2014

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Appendices

Solution Descriptions

Our evaluations during the Action Planning process at New River have uncovered several opportunities where investment in new solutions can deliver significant return on investment over the course of this multi-year Action Plan. Descriptions of the most strategic recommended solutions have been provided below. Please contact your Client Partner, Suzette Compton, for additional information.

SOLUTION	BENEFITS
BANNER DOCUMENT MANAGEMENT SUITE	<p>The Banner Document Management Suite eliminates many tedious manual tasks. For example, when a user scans new student information—such as a letter of recommendation—the system updates the student’s admissions checklist.</p> <p>The Banner Document Management Suite makes it easy to:</p> <ul style="list-style-type: none">• Capture and organize electronic documents• Link documents to information in Banner• Distribute documents in client/server and web-based environments• Scale to meet long-term, institution-wide document management needs• Manage documents externally to Banner without requiring programming or complicated configuration
ELLUCIAN ELEVATE	<p>Ellucian Elevate™ is a secure SaaS application built to manage the unique business needs in continuing education and workforce development. It enables you to build, alter, and measure non-traditional courses as quickly as your students and faculty demand—all while integrating directly with your existing Banner solution. This ERP integration means a smooth student experience, quick course ramp-up, and less administrative work for your staff.</p> <p>Ellucian Elevate allows your institution to:</p> <ul style="list-style-type: none">• Simplify business processes• Increase operational efficiency and customer satisfaction• Ease course registration• Improve decision-making

ELLUCIAN SOLUTION MANAGER

The Ellucian Solution Manager is three solutions in one package:

1. Change management interface to manage Banner upgrades
 - Source Code Management
 - Dependency management
 - Download and apply upgrades (Patches – future)
 - Handle customizations - future
2. Infrastructure provisioning
 - Full Banner architecture
 - Linux now, Windows soon
3. Extensible
 - The ability to be extended to manage other areas of the infrastructure

Benefits:

- Solution that manages all phases of the software life cycle from development to end of life
- Provides a centralized and consistent methodology to package, deliver, install, configure and manage all of Ellucian's products
- Drives down the total cost of ownership through automation
- Can be utilized for hardware migration

APPLICATIONS MANAGER BY AUTOMIC

Automic developed a solution that complements Banner. Using your conditional business rules with a simplified web-based user interface, Automic automates your system administration tasks, simplifying complex operating procedures and ensuring efficient processing. And Applications Manager by Automic is the only third-party scheduler validated by Ellucian. Automic automates and integrates Banner application processing with your enterprise applications to free end users and IT personnel from the manual activities associated with job submissions. You also gain the capability to automate repetitive business processes and prioritize and manage ad hoc user requests. There is additional benefit in coordinating application processing both within and outside of the Banner installation, automating business processes across your enterprise.

The Automic Applications Manager/Banner integration brings many benefits to the enterprise:

- Reduces processing time
- Eliminates data entry errors
- Controls the load on the Banner servers
- Frees staff to work on other projects

ELLUCIAN EDUCATION SERVICES

Technology offers great potential to decrease workloads and increase productivity – but only if functional users are leveraging its full capabilities. Today with tight budgets and multi-tasking employees, finding the time and resources to keep your workforce at peak skill levels isn't always easy.

Ellucian Education Services takes the burden of delivering training off your institution and it provides flexible training options that can be tailored to cost effectively meet your users' individual needs and timelines.

Our comprehensive Education Services range from basic to advanced courses for technical, functional and managerial personnel.

Our experts have many years of experience in delivering hands-on, best-in-class training to users at higher education institutions. They are dedicated to providing you with ongoing learning opportunities and specialized offerings.

We offer three training options:

- **On-Demand Subscription Library** provides short training segments so functional users can quickly master the software they use to do their jobs, without leaving their desks - which means more time for them to dedicate to student success and the mission of your institution. This training option is self-paced and accessible anytime so users can participate according to their individual needs and timelines. Many courses include an assessment of proficiency at the end.
- **Online Training** provides the conveniences of course access from the user's desktop with the advantages of instructor guidance and peer collaboration.
- **Classroom Training** provides hands-on education in an interactive classroom setting at a regional location or at your campus. Classroom training also is available in the form of pre-conferences to larger user group meetings along with special Ellucian education conferences
- **Training Credits** are a purchasing option that enables you to budget a certain amount to use throughout the year for any combination of online or classroom training channels.