Lane Community College Archives
4000 East 30th Avenue
Eugene, Oregon 97405
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Executive Assistant to the President (Linda Simmons) Records
1991 – 2000
A-047

Collection processed by: Tiah Edmunson-Morton, 2005

Inventory encoded by: Tiah Edmunson-Morton, 2006

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Collection Number: A-047

Creator: President's Office, Linda Simmons

Title: Executive Assistant to the President (Linda Simmons) Records

Dates: 1991 – 2000 (inclusive); (1995-1997, bulk)

Quantity: 9.6 c.f. (24 document boxes)

Summary: Administrative Records from Linda Simmons, Executive Assistant to the President from 1994-2002. This collection includes records for a $42.8 million general obligation bond project approved by voters in 1995 for construction and remodeling at Lane Community College. It also contains records for the Process Redesign Project (1995-1996), which reinvented the way the college operated, making the organization more cost effective, efficient, and student-oriented. This project included the design and implementation of Students First!, a gateway to all student services at Lane (renamed Enrollment Services).

Location of Collection: Lane Community College Archives, Center Building

Administrative History:

Linda Simmons (previous married name Waddell) began her work at Lane Community College in 1984 as the Director of Financial Aid (1984-1993). In 1994, she was named interim assistant

to the president, a position that became permanent. She accepted a position as District Vice President for Academic Affairs at Cuyahoga Community College in 2002. Additionally, she spent the 1993-1994 academic year at Cuyahoga Community College as an ACE fellow. Before her employment at Lane, she was the Director of Financial Aid at Central Oregon Community college (1978-1984), Assistant Director of Financial Aid at Grossmont Community College in El Cajon, California (1977-1978), and a Financial Aid Counselor at Grossmont from 1973-1977. Ms. Simmons has a Ph.D. in Education from Oregon State University (2002), an M.S. in Counseling from San Diego State University (1977), and a B.A. in Business Administration (1972). These are the papers she created during her time as Executive Assistant to the President.

Content Description:

The collection is divided into two sections: records that document the $42.8 million general obligation bond planning and construction project approved by voters in 1995 and records for the restructuring of Lane Community College's organizational structure with the Process Redesign Project.

The Bond Measure collection has information on meetings and committees, financial information, presentations, public relations, newspaper articles, results from public surveys, the Master Plan for Construction Bonds (1994), The Nelson Report (1995), and the Transcript of Proceedings for Bond Sales (1995).

The Process Redesign collection has information on meetings and committees (Process Evaluation & Selection Team (PEST), Students First! Redesign Team, Leadership Team), financial information, presentations, public relations and newspaper articles, results from public surveys, reports, and information from other colleges.

24 document boxes of paper records and ephemera, 1 file of photographs & negatives, and 3 videocassettes.

Related Materials and Collections:
Lane Community College Archives: Photograph Collection, see Construction Photographs and Records. http://www.lanecc.edu/archives/ARcollphoto.html

Lane Community College Archives: Web Archives, see Process Redesign web pages. http://www.lanecc.edu/pr/redesign.htm

Lane Community College Enrollment Services http://www.lanecc.edu/stuser/admis.htm

Facilities Management & Planning: Bond Project Archives, includes weekly updates on building construction with photographs of progress and projects. http://www.lanecc.edu/campsvcs/ie/ns_bond.htm?MSCOMTB=ICP_Bond%20Projects

Process redesign: meeting book, call no. PW211, Lane Community College Library.

Process redesign: source book, call no. PW212, Lane Community College Library.

There may be more materials in the records of presidents Jerry R. Moskus (1990 - 2001) and Mary Spilde (2001 – present).

Arrangement:

Section A: Bond Records, 1993-2000, 2.0 c.f.
Section B: Process Redesign, 1991-1999, 7.6 c.f.

Subjects:

Simmons, Linda
Waddell, Linda
Moskus, Jerry R.
Spilde, Mary
Bond Measure
Process Redesign
Students First!
Campus planning
College facilities
Lane Community College (Eugene, Or.)
Lane Community College (Eugene, Or.) -- Construction
Lane Community College (Eugene, Or.) -- Elections
Lane Community College (Eugene, Or.) -- Personnel management
Lane Community College. President's Office
Colleges and universities
Universities and colleges – Administration
Community colleges – Administration

Alternative Forms Available:

Repository maintains guide to collection on an in-house database. A guide to the collection is also available on the repository's website.

Administrative Information:

> **Restrictions on Access:** None
> **Restrictions on Use:** None
> **Preferred Citation:** Executive Assistant to the President (Linda Simmons) Records, 1991 – 2000 (A-047), Lane Community College Archives, Eugene, Oregon
> **Custodial History:**
> Administrative transfer from the President's Office in 2003.
> **Processing Note:**
> Collection was processed and described in the fall of 2005 by Tiah Edmunson-Morton.

CONTAINER LIST

Series A: Bond Records, 1993-2000, 2.0 c.f.

Voters approved a $42.8 million general obligation bond for Lane Community College in 1995. This gave the college money to build and remodel facilities for job preparation, employee training, and other instructional programs; to address health and safety issues; and to increase community access. Thanks to interest earnings and additional sources, funds were leveraged to $62 million. Additionally, work by college trades people saved the college about a half-million dollars. Building began off-campus in 1995, with the construction of a new learning center in Cottage Grove; this was followed by an addition to the Florence learning center, and, over the next four years, the construction of eight Community Learning Centers at district high schools. Work began on main campus in 1999.

Building and remodeling sponsored by the bond include Workforce Training Building, Welding Technology Building, Addition to Campus Services Building, Parking Lot Improvements, Child Care Center, Math-Science Addition, LTD Bus Station, Sewage Lagoon Upgrade, Student Services Building, Central Plant Upgrade, Health Tech., P.A.-P.E. ramp, Addition to Performing Arts, Center Building remodel, Library remodel, and temporary space for Archives have all been completed.

Advocates/Bond Election, 1995 [2/6]
Arbitrage Rebate Calculation Report, 1998 [3/3]

Board Meetings, 1994-1995 [1/8]
Bond Advocate Meeting, 1994 [1/6]
Bond Ballet Questions, 1995 [2/12]
Bond Committee Miscellaneous, 1995 [5/5]
Bond Communication Staff, 1995, May [5/9]
Bond Election Law Query, 1993 [3/5]
Bond Endorsements, 1995, May [5/7]
Bond Expenditures, 1997-2000 [3/7]
Bond Groundbreaking/Dedications: General, 1996-1996, 1999 [5/8]
Bond Media Coverage, 1995, May [5/4]
Bond Miscellaneous Finance, 1995 [3/4]
Bond Outreach Mailing, 1994 [1/2]
Bond Presentations, 1994-1995 [4/2]
Bond Project Orientation for Board Members, 1999, June [3/10]
Bond Project/Needs, 1995 [2/7]
Bond Public Relations, 1995 [2/10]
Bond Publicity Fliers, 1995 [5/6]
Bond Publicity Miscellaneous, 1995 [3/8]
Bond Publicity, 1995 [4/1]
Bond Sales Closing, 1995 [2/4]
Bond Sales: Transcript of Proceedings: Parts I & II (2 folders),1995 [4/7-8]
Bond Special Meeting, 1994 [1/7]
Bond Staff Meetings, 1994 [1/5]
Bond Timetable/Campaign, 1995 [2/11]
Bond Work Session, 1994 [1/4]
Bonds & Ballots Presentation, 1995 [4/3]
Bonds Purchase Agreement, 1995 [3/1]

Bonds Speakers' Bureau, 1995 [2/3]

Election Filing, 1995 [2/5]
External Relations, 1995 [2/9]

General Obligation Bonds Pricing Book, 1995 [4/4]
Guide to Selling General Obligation Bonds, 1995 [3/6]

Internal Committee, 1995 [2/2]

Master Plan for Construction Bonds, 1994 [4/5]

Nelson Report, The, 1995 [3/2]
Nelson Report, The, 1995 [4/6]
Nelson Report, The, Miscellaneous, 1995 [3/9]
Newspapers: The Daily, 1995 [5/2]
Newspapers: The Register Guard, 1995 [5/1]
Newspapers: The Torch, 1995 [5/3]

Presentation to Lane Community College, 1994 [1/3]
Public Survey, 1995 [2/1]

Seattle Northwest, 1994 [1/1]

VIP Lunch-Bond Election, 1995 [2/8]

Win At the Polls: A Finance Campaign Planner, n.d. [3/11]

Series B: Process Redesign, 1991-1999, 7.6 c.f.
When the administrators at Lane Community College decided to implement Process Redesign in the mid-1990s, they felt that Lane needed to undergo a major change in the way it operated. The College faced increasing demands for its services, at the same time that resources were declining.

The Process Redesign project intended to improve and enhance the teaching/learning environment; to improve the quality, effectiveness, and scope of services to students and other customers of the college; to improve the efficiency of college processes; and to relieve the workload stress on employees. It was an innovative, holistic approach to recreating organizational structures. The project focused on six key process areas: facilities/support, grants/contracts, personnel/payroll, planning/budget/financial transactions, procurement, and services to students.

Through a series of committees and groups, the staff reinvented the way the college operated, making the organization more cost effective, efficient, and student-oriented. The project collected and analyzed student and staff input to devise a way to divide Lane into four groups: Instructional Services Group, College Operations Groups, Executive Services Group and Student/Learner Services Group.

The first phase of Process Redesign focused on administrative services to students, and became known as *Students First!* The focus of this project was to achieve significant change and improve performance in meeting the service needs of students, such as enrollment services, student records, student financial services, and financial aid. The initial planning timeline was from March 25 to July 26 1996; the project was launched for students' use in 1998. Students First! was renamed Enrollment Services in 2004.

AD Hoc Mission Resolution Subgroup, 1996 [21/2]
Article: "Inside Track to the Future," 1996 [12/5]
Assessment & Measurement, 1995 [10/14]

Benchmark Study, 1994 [11/4]
Benchmarking Table of Contents (2 folders), 1996 [20/1-2]
Board Meeting Materials, 1996 [6/8]
Board Meeting Materials, 1996 [8/1]
Board Meeting Minutes, 1996 [7/1]
Board Presentation, 1996 [6/9]
Board Report, 1997 [9/1]
Board Work Session, 1996 [6/7]
Budget, 1998 [13/8]
Business Services Orientation, n.d. [10/4]

Campus Success Survey, 1995 [15/5]
Catalog Revisions, 1998 [14/1]
CES Planning Team Accomplishments, 1999 [12/7]
College Finance Grand Total, Accounting/Funded Project, Col. Fin. Surveys, 1995 [15/8]
Communication and High Performance Teams, 1996 [7/4]
Computer Services, Instructional Services Council, Grants Administration Surveys, 1995 [15/7]
Consultants, 1995-1996 [10/5]
Consultants' Resume, 1995 [10/6]
Coopers & Lybrand Consulting, 1995 [10/15]

Director of Counseling, 1997 [12/2]

Employee Representatives Meeting Agenda, 1996, Nov. [8/8]
Employee Representatives Meeting Minutes, 1996, Nov. [8/7]
Employee Satisfaction Survey, 1996-1997 [12/10]
Employment Security Policy, 1998 [11/6]
Executive Awareness Session, 1995 [6/5]
Executive Leadership Team, 1996 [8/4]

Facilities, 1998 [14/2]
Final Report on Student Enrollment Characteristics, 1991-1992 [21/4]
Future Work Roles Pre Summit, 1997 [9/3]

General Project Reports, 1998 [14/9]

HO…HO….HO…HO…., n.d. [8/11]
How to Conduct a Workshop, 1996 [22/5]

Implementation Coordinators Nominations & List, 1997 [8/17]
Implementation of Project Apollo (Maricopa Community College), 1995 [10/16]
Information Dissemination System, Phase 1 Goals & Management, 1996 [9/17]
In-service, 1996 [7/8]
Inventory of Communication, 1997 [11/5]

Joint Meetings Student Services Directors & Students First! Team Members, (2 folders) 1996, Nov. [8/9-10]

KPMG (review 8-97, completed 11-97, released 1-98), 1997-1998 [9/6]
KPMG Implementation Work Plan (Students First!), 1996 [7/7]

Lane State Viewpoints Concerns, 1995-1996 [10/10]
Lane's History, 1997-1998 [14/5]
Leadership Development Meeting (with M. Spilde), 1998 [24/3]
Leadership Team Department Presentation Speech Notes, 1996 [10/1]
Leadership Team Meeting Book (3 folders), 1995-1996 [19/1-3]
Leadership Team Meeting Book 2, 1996-1997 [22/3]
Leadership Team Source Book (2 folders), 1995-1996 [19/4-5]
Leadership Team Tab 01, 1996 [9/15]
Leadership Team Tab 02, n.d. [9/16]
Leadership Team Tab 07, Meeting Book #2, 1997 [18/1]
League for Innovation, 1998 [14/7]

Making Successful Change within an Organization, 1996 [22/1]
Meeting Notebooks
       Meeting Book 1995, Oct., Tab 06 [16/7]
       Meeting Book 1995, Nov., Tab 01 [16/2]
       Meeting Book 1995, Nov., Tab 07 [16/8]
       Meeting Book 1995, Dec., Tab 08-10 (3 folders) [16/9-11]
       Meeting Book 1996, Jan., Tab 04 [16/5]
       Meeting Book 1996, Jan., Tab 11-12 (2 folders) [16/12-13]
       Meeting Book 1996 Jan., Tab 17 [16/18]
       Meeting Book 1996, Feb., Tab 13 (3 folders) [16/14-16]
       Meeting Book 1996, March, Tab 03 [16/4]
       Meeting Book 1996, April, Tab 20 [17/3]
       Meeting Book 1996, May, Tab 21 [17/4]
       Meeting Book 1996, June, Tab 22 (2 folders) [17/5-6]
       Meeting Book 1996, June, Tab 05 [16/6]
       Meeting Book 1996, July, Tab 02 [16/3]
       Meeting Book 1996-1997, Tab 06-07 (2 folders) [17/8-9]
       Meeting Book 1997, Tab 08 (2 folders) [18/2-3]

Newspaper Articles, Rationale & Overview 1996 [12/11]

Organizational Illustrations, n.d. [10/13]
Original Data: Employee Satisfaction Survey, 1996 [12/3]
Original Implementation Planning Team Report, 1996 [18/7]

Photographs, n.d. [24/13]
President Briefing, 1995 [6/4]
Process Evaluation & Selection Team Data Collection, 1995 [6/3]
Process Evaluation & Selection Team, 1996 [20/6]
Process Mapping Techniques, n.d. [11/1]
Process Mapping, 1996 [22/6]
Process Redesign Analysis Team, 1995 [6/1]
Process Redesign Campus Communication, 1995 [15/2]
Process Redesign Leadership Team: Visitor's Guidelines, 1995 [12/1]
Process Redesign Manager Meetings, 1996 [7/12]
Process Redesign Miscellaneous, 1995 [13/3]
Process Redesign Project Management Meeting Notes, 1997 [13/6]

Process Redesign Project Specialist, 1998 [15/1]
Process Redesign Project, 1995 [15/10]
Process Selection Team, 1995-1996 [6/2]
Project 1 Services to Students, 1996 [10/2]
Project 1B Administrative Services to Students, n.d. [10/3]
Project Management Meeting, 1996 [13/4]
Project Managers /Team Leaders Meeting, 1998, Feb. – May (4 folders) [24/4-7]
Project Redesign (Phase 1) Evaluation & Selection IT Organization. Assessment, 1995 [23/6]
Project Redesign (Phase 1) Process Evaluation & Selection (LCC), 1995 [23/7]
Purchasing Services, Personnel Surveys, 1995 [15/9]

Rationale and Overview, 1996 [13/1]
Redesign Space Agreement, 1996 [12/8]
Redesign Students First! Team Leaders, 1996 [7/6]
Redesign Team Meeting Materials, 1996 [7/5]
Request for Proposal, Background, 1995 [10/9]
Request for Proposal, Change Management. Consultants, 1997 [10/7]
Request for Proposal, Process Redesign Consultants 1995 [10/8]

Schiedecker Conf. Notes, 1996 [10/12]
Shared Decision-Making, Recommendation to President, 1991 [22/7]
Shaved Decision-Making Facilitator, n.d. [15/3]
Source Book Proposed Project Redesign of Services to Students, 1996 [24/1]
Source Book: Future Vitality of Student Dev. Services, 1989 [15/14]
Source Book: Student Success Systems Model, n.d. [15/13]
Source Book: Toward Mastering Leadership Issues & Challenges, 1990 [15/12]
Staff Replacement Costs, 1997 [12/9]
Staff Survey Assessment, 1995 [15/4]
Start-up, 1996 [7/2]
Student Services, Financial Aid, Counseling Surveys, 1995 [15/6]
Student Story: Board Presentation, 1996 [6/10]
Student Survey, 1996, spring [21/3]
Students First! Accelerated Implementation Communication, 1997 [9/8]
Students First! Accelerated Implementation Plans, 1998 [24/10]
Students First! Award Nominations, 1999 [23/5]
Students First! Center Internship, 1998 [24/8]
Students First! Center Job Description: Parts I & II, 1998 (2 folders) [14/3-4]
Students First! Final Report Parts 1-3, n.d. (3 folders) [18/4-6]
Students First! Final Report, 1996, July [21/5]
Students First! Final Report, 1996, July [23/1]
Students First! Framework for Launching Accelerated Projects, 1997 [9/10]
Students First! Guiding Principles for Implementation, 1997 [9/12]
Students First! Implementation Coordinating Team, 1996 [8/2]
Students First! Implementation Coordinator Meeting Orientation, 1997 [8/18]
Students First! Implementation Coordinator Meeting, 1997, April [9/2]
Students First! Implementation Coordinator Meeting, 1997, Dec. [9/13]
Students First! Implementation Coordinator Reports, 1997 [14/10]
Students First! Implementation Coordinator Selection Process, 1997 [8/14]
Students First! Implementation Coordinators Roles & Responsibilities, 1997 [8/15]
Students First! Implementation Planning and Redesign Teams Meeting, 1996 [8/3]
Students First! Implementation Planning Report, 1996 [22/2]
Students First! Implementation Planning Report, 1996 [23/2]

Students First! Implementation Planning Team, 1996 [7/11]
Students First! Implementation Roles Proposed (never implemented), 1997 [9/9]
Students First! Implementation Team Launchings, 1997 [8/13]
Students First! implementation Teams Membership Rosters, 1996-1998 [14/11]
Students First! Initial Planning Meeting, 1997 [9/11]
Students First! In-service Planning Resource notebook, 1996 [23/3]
Students First! In-service Surveys, 1996 [7/10]
Students First! In-service, 1996 [7/9]
Students First! Modular Design Implementation Coordinator Space, 1997 [9/14]
Students First! Orientation Notebook, 1996 [22/4]
Students First! Oversight Team, 1997 [8/16]
Students First! Pilot Project Report, 1997 [9/7]
Students First! Project Management Meeting Notes, 1997 [13/5]
Students First! Project Management Meeting Notes, 1998 [13/7]
Students First! Project Management Meetings with Student Services Directors, 1996 [8/6]
Students First! Project Managers IC's Team Leaders, 1997 [9/5]
Students First! Redesign and Implementation Proposal Meeting, 1996 [8/5]
Students First! Redesign Team Report, 1996 [23/4]
Students First! Redesign Team, 1996 [13/2]
Students First! Retreat Planning, 1998 [24/2]
Students First! Staff Transitions Model, 1998-1999 [14/8]
Students First! Strategic Conversation, 1998 [24/9]
Students First! Team Conveners/Facilitators Meeting 1997 [9/4]
Students First! Team Report, 1996 [21/1]
Students First! Training, 1994-1995, 1997-1998 [14/6]
Students First! Union Rep. Briefing, 1998 [24/11]
Students First! Vision, Ground Rules, Meeting Efficiency, College Vision (3 folders), 1996 [20/3-5]

Team Notebook Originals, 1996 [7/3]
Technology Assessment, 1994 [11/2]
Technology Organizational Assessment Phase I: Diagnostic Final Report, 1995 [15/11]
Training, 1995 [6/6]

UC Santa Cruz, 1995 [11/3]
Union Information Meeting, 1997 [11/7]
Union/Employee Group Surveys, 1996 [12/6]

Videos, 1996, 1998 [24/12]

Work Distribution Survey, 1994-1995 [12/4]