

Lane Community College
Unit Planning: Instruction & Student Services
Enrollment Services

Program Analysis

Completed by Helen Barker Garrett

Key Question: Please review the planning initiatives that were identified in the annual planning cycle. Provide a summary analysis of your work completed last year in relation to your annual planning initiatives by responding to the following questions.

**1. What did your unit accomplish last year in relationship to the annual planning initiatives?
Other accomplishments not related to the annual planning initiatives?**

Initiative #1 – Professional Technical Careers Exploration Day

We requested \$4,700 in Perkins funding for this, which was approved. We were able to support this event which went very well and served as a recruitment tool to entice high school students to attend Lane and choose programs within the Professional Technical areas.

Initiative #2 – Create an additional Degree Evaluator position

This initiative was not approved. We were able to convert a Lead Student Services Support position over to a .75 Degree Evaluator position, which was very helpful, but it was not done because of this initiative.

Initiative #3 – Hire Project Coordinator to assist the Director of Enrollment Services/Registrar

This initiative was not approved. As a result, the Director (me) continues to be completely overwhelmed when it comes to being able to respond in a timely manner to e-mails, voice mails and requests for my time. This job has become completely unmanageable for anyone person and a coordinator position is still desperately needed.

Addition Initiatives Completed not related to Unit Planning July 2004 through October 2005

1. Take a Number system implemented for Enrollment Services front counter operation
2. Creditline Application was created as an on-line process through ExpressLane, significantly decreasing a student's processing time and eliminating the need to be served in person.
3. EDI implemented, which provides students with electronic transmittal of transcripts to Oregon State University, University of Oregon and Southern Oregon University. This significantly impacts workload in Enrollment Services, since transcripts are no longer printed, folded, stuffed and mailed. It also was the final step toward providing for the Oregon State University/Lane Community College Degree Partnership Program (Dual Enrollment) to be able to commence, spring 2006.
4. On-line application process for credit students, implemented October 2005.
5. Health Career Application process moved from Enrollment Services to Family and Health Careers, September 2005.
6. Testing Fee eliminated through June 30, 2006. This has significantly impacted students being able to navigate the first time enrollment process far more quickly.
7. Implementation of Banner Recruitment Module, summer 2005.
8. Implementation of Banner 7.0, August 2005.

9. ASLCC Book Exchange paid out process moved to Student Life and Leadership. This took out one more group of students having to wait in line to be served at Enrollment Services. September, 2005.
10. Hired an Enrollment Services Advisor, with Spanish required. March 2005.
11. Significantly improved the Bus Pass sticker distribution process, eliminating the need for higher paid staff to distribute stickers and serving 5 times more students faster than ever before, fall 2005.
12. Implemented Document Imaging for Enrollment Services to scan, index and store electronically all documents (transcripts, requests for grade changes, etc.). July 2005.

2. What are the areas that still need attention?

We have identified two areas that need the most attention: the Director's position and inability to do this at a satisfactory level because of complete overwhelm and overload and the need for additional staffing in the Student Records area of Enrollment Services.

Our needs are, in order of priority:

1. Increase Administrative Specialist position supporting Director of Enrollment Services/Registrar from half-time to full-time. Currently, the Director has minimal to no support because the .5 position is completely devoted to processing payroll, managing the supplies and general office support.
 2. Convert the Level 5 Accounting Specialist position over to a Level 6 Student Services Specialist position to decrease back-log in Student Records area. Because students are paying on ExpressLane a full position is no longer required to process payments, but the number of projects in Enrollment Services: Student Records area is overwhelming and assistance is needed.
 3. Hire a Project Coordinator, Level 14 position to take on a number of projects from the Director that are not receiving sufficient attention: Underage Admissions/Recruitment process, Enrollment Services Advisor activities and projects, FERPA training, Degree Partnership programs (Dual Enrollment), recruitment activities and to meet with students who currently are having challenges accessing me as the Director.
- 3. Considering your responses to questions 1 & 2 and emerging needs and demands, what are your plans for next year? This conclusion should be the foundation on which initiatives are built.**

I am not clear how this question differs from #2, so I'll repeat it here that we are going to ask for Items 1-3 in question number 2. The department has identified the following three goals as our highest priorities for 2005-2006 and the second and third initiatives do not require additional funding:

1. Create a new full-time, Level 6 Student Services Specialist position in Student Records
2. Create a FERPA complaint "L" number look up process for ExpressLane.
3. Create an Underage admissions form and procedure.

We also need to purchase a document management process to take the microfilm/microfiche records dating back to 1964 and convert them to electronic records that can be retrieved using document imaging software. This could be as high as \$100,000 and we plan on using carryover and LASR project funds for this.

Annual Program Plans:

*How do you propose improving future performance? **Each initiative should be linked to the needs identified through the program analysis.** When proposing an initiative(s), use the following structure for each initiative proposed:*

Section I: Planning

1. Initiative Title

Division Priority: #1

Increase Administrative Specialist position supporting Director of Enrollment Services/Registrar from half-time to full-time.

2. How is the initiative linked to your Program Outcomes Analysis for last year? What program level outcomes do you expect to achieve?

We are very proud of the innovations coming out of Enrollment Services and the ways that we are continuing to serve students better, by pushing services out to ExpressLane, so we can be available to those students who can not serve themselves.

As the person responsible for the High School and Community Relations position and therefore connected closely to recruitment processes, I am not available to use my talents, positions and ideas to further these efforts. Likewise, I am responsible for the largest module within Banner, the Student Module and I do not have time to meet with college staff to be creative on how to use the tool more efficiently and effectively.

By funding the Administrative Specialist position at a full-time level, Diane will no longer be serving two different departments and will have time to help me manage my voice mails, e-mails and calendar. I can also move some projects on to her to free up my time to be more available externally and internally.

3. Describe the initiative

- *How does this initiative align with the strategic directions of the college?*
By funding this it will support Transforming the College Organization to build Organizational capacity and system to support student success and effective Operations. Students are not being served well by me when I do not have time to speak to them about their issues needing resolution.
- *What will the product, innovation, or change of this initiative be? Please be as specific as possible.*
If I had the resource of a full time administrative specialist to assist me with managing my e-mails, voice mails and calendar, along with other projects, I would be freed up to work on issues regarding recruitment and the more effective and efficient use of Banner.

Lane Community College
Unit Planning: Instruction & Student Services

- *What is the need or intended use? How was that need assessed? What is your evidence of the need?*
My evidence is that I receive on average 150 e-mails a day, 15 voice mails and never can find time to meet with anyone because my calendar is so jammed and/or I can not get back to anyone to schedule time to see me. I also do not have anyone available to assist me with communicating with those who want my time. I will know that this is working, because staff and students will actually hear back from someone when they communicate with me and projects will not be so painfully behind.
- *Given college resources, is it feasible? Is it an efficient use of college resources?*
Yes, given that it would cost the institution around \$2415 per month or \$28,989 more annually.
- *What would be the campus location of this request/project?*
Since I already have a staff member (Diane Engle) doing this .5 now, she would stay in her same desk and just increase her hours with Enrollment Services to 1.0 FTE.
- *How many students (per year) will benefit?*
I have no quantitative way of measuring this, but it would be in the 1,000s.
- *How will students benefit?*
They would actually hear back from my office when they made contact with me sooner than the 2 week delay I work from now.

Section II: Linking Planning to Budgeting - If you need Resources:

1. Describe the resources needed

To fund a Level 9, Administrative Specialist full time, I would need an additional .5 FTE which would be: \$18,848 salary, \$10,140 OPE, for a total of \$28,989 more.

2. List the possible funding sources

- *Can this project be partially funded?* No, it either needs to be .5 more or not.
- *If so, what portion could be funded at what minimum cost?*

If the funding source is Carl Perkins:

1. How does the request meet one or two of the Carl Perkins act goals?

3. Provide ORG & PROG codes

ORG is 520001 and PROG is 310000

4. For programs that have advisory committees: What plans do you have for working more effectively with your Advisory Committee?

Section I: Planning

1. Initiative Title

Division Priority: #2

Convert the Level 5 Accounting Specialist position over to a Level 6 Student Services Specialist position.

2. How is the initiative linked to your Program Outcomes Analysis for last year? What program level outcomes do you expect to achieve?

While we are working diligently to push services out to students with ExpressLane, there are more processes that need the assistance of more staff, such as the indexing and imaging associated with the new document imaging system and the transforming of the microfiche/microfilm records to electronic records.

We also have a situation where two staff members are doing the work of what used to be five Student Records staff and are overworked and not able to keep up with requests for residency changes, grades changes and preparation time needed for Academic Council and Academic Progress Review. We have been struggling to cover this work by using part time staff, for which the department is severely under funded.

If we were successful in making this change, we could significantly move the work around in a way that will free Genny to take on more of Kerri's work and will allow Kerri to continue to implement innovations to expedite the services we provide for students.

3. Describe the initiative

- *How does this initiative align with the strategic directions of the college?*
By funding this it will support Transforming the College Organization to build Organizational capacity and system to support student success and effective Operations. Students are not being served well by the Student Records unit within Enrollment Services, because the two staff members are oversubscribed and not able to process work in a timely manner.
- *What will the product, innovation, or change of this initiative be? Please be as specific as possible.*
This change, as indicated above, would result in our ability to process student requests more quickly. It would also allow us to continue to implement innovations such as document imaging and more EDI arrangements with more institutions. The more time that Kerri can spend on improving systems, instead of doing data entry, which can move to Genny and then Genny's transcript generation process can shift to this position, the better off students will be.
- *What is the need or intended use? How was that need assessed? What is your evidence of the need?*
We would immediately see the benefits because it would free Genny up to do her work faster and take on some of Kerri's responsibilities, allowing Kerri to come up for air and focus on being innovative to assist students.

Lane Community College
Unit Planning: Instruction & Student Services

- *Given college resources, is it feasible? Is it an efficient use of college resources?*
Because we are converting a current position to another, it would only mean spending \$2899 more annually.
- *What would be the campus location of this request/project?*
We would be able to either use the same cubicle occupied by the Accounting Specialist now or use the one being occupied by the parttime person now.
- *How many students (per year) will benefit?*
No definitive way to measure, but literally 1000s and 1000s, based on the number of transcript requests we process annually.
- *How will students benefit?*
They will have their requests processed more quickly and receive faster service.

Section II: Linking Planning to Budgeting - If you need Resources:

1. Describe the resources needed

To convert from our Level 5 Accounting Specialist position to a Level 6, Student Services Specialist position, I would need \$4,006 per month or \$48,082 annually. However, since I am already funding a Level 5 at \$45,183 annually, I would only need \$2,899 more a year for this).

2. List the possible funding sources

- *Can this project be partially funded?* No, it either needs to convert over or not.
- *If so, what portion could be funded at what minimum cost?*

If the funding source is Carl Perkins:

How does the request meet one or two of the Carl Perkins act goals?

3. Provide ORG & PROG codes

ORG is 520200, PROG is 310000

4. For programs that have advisory committees: What plans do you have for working more effectively with your Advisory Committee?

Section I: Planning

1. Initiative Title

Division Priority: #3

Hire a Project Coordinator, Level 14 position to assist the Director of Enrollment Services/Registrar.

2. How is the initiative linked to your Program Outcomes Analysis for last year? What program level outcomes do you expect to achieve?

As I have stated many times already in this document, the position of the Director of Enrollment Services/Registrar at Lane Community College is completely oversubscribed and it is unreasonable to think that anyone can do this position efficiently and effectively.

My position requires me to manage 28 direct full-time and 8 part time staff members, while being responsible for all work associated with Recruitment, Admissions, International Admissions and student services, Veterans Affairs and benefits, front door financial aid advising and services, billing (both student and institutional) and registration . I am also responsible for the largest module within the Banner software system, overseeing a Banner Student Core Team of 16 and all of their work and activities, which includes 3 programmers. My work as the bursar, associated with managing all institutional and student treasury functions easily consumes more than 50% of my time. I am also expected to be on multiple council and committees and to be available to students and staff who need my time.

I can not do this job alone and desperately need to have a Project Coordinator assist me with projects that are not related to Banner or Accounts Receivable, since I do have a Project Coordinator for that purpose now.

I believe that with my background in recruitment and marketing, I could significantly impact for the positive the work that Karen Edmonds is doing as High School and Community Relations Coordinator, if I could give her more than 30 minutes every two weeks. Likewise, if freed up from the projects and responsibilities I would assign this coordinator, I would be available to staff who want to concentrate on improving Banner, implementing a portal to serve students better and to find ways to use the tool more efficiently and effectively.

3. Describe the initiative

- *How does this initiative align with the strategic directions of the college?*
By funding this it will support Transforming the College Organization to build Organizational capacity and system to support student success and effective Operations. Students are not being served well by me when I do not have time to speak to them about their issues needing resolution and staff who can not reach me are not being served, as well.

Lane Community College
Unit Planning: Instruction & Student Services

- *What will the product, innovation, or change of this initiative be? Please be as specific as possible.*
By being able to hand over projects such as the Underage Consortium, FERPA, student contact and connections, Enrollment Services Advisors issues and others, I will be free, as I stated before to focus more on recruitment and how Banner can assist with recruitment and retention of students.
- *What is the need or intended use? How was that need assessed? What is your evidence of the need?*
I would immediately have relief from trying to reach students who are trying to reach me and I would be able to oversee projects that I am overseeing directly now, therefore freeing me up to concentrate on Banner and recruitment.
- *Given college resources, is it feasible? Is it an efficient use of college resources?*
The college would need to value this enough to find the \$69,720 this would cost annually.
- *What would be the campus location of this request/project?*
I would use one of our existing cubicles used for part time staff and convert it to a space for this person.
- *How many students (per year) will benefit?*
No definitive way to measure, but literally 1000s and 1000s, based on the number of transcript requests we process annually.
- *How will students benefit?*
I will be free to concentrate on improving recruitment and Banner and anything that improves either of these assists students.

Section II: Linking Planning to Budgeting - If you need Resources:

1. Describe the resources needed

To fund a Level 14, Project Coordinator I would need \$5,810 per month or \$69,720 annually.

2. List the possible funding sources

- *Can this project be partially funded?* No, it either needs to a 1.0 FTE addition or not.
- *If so, what portion could be funded at what minimum cost?*

If the funding source is Carl Perkins:

How does the request meet one or two of the Carl Perkins act goals?

3. Provide ORG & PROG codes

ORG is 520001, PROG is 310000

4. For programs that have advisory committees: What plans do you have for working more effectively with your Advisory Committee?

Lane Community College
Unit Planning: Instruction & Student Services

| VP/AVP/ED Responsible | Division/Unit | Division Priority | Date of Initiative | Expected completion date | Initiative Title | Resource Description | \$\$ | Recurring / Nonrecurring | Resource Type (mark with an "X") | | | | Funding Sources (mark with an "X") | | | | | | | |
|-----------------------|---------------------|-------------------|--------------------|--------------------------|--|--|-------------|--------------------------|----------------------------------|-----------|-------|-------|------------------------------------|--------------|--------------|---------------|----------|-------------|-------|--|
| | | | | | | | | | Resource Type (mark with an | Equipment | Space | Other | Existing | New Gen Fund | Carl Perkins | Stud Tech Fee | Curr Dev | Recruitment | Other | |
| DK | Enrollment Services | 1 | 11/14/2005 | NA | Increase Adm Spec. Level 9 to 1.0 FTE from current funding level of .5 FTE | Additional .5 FTE | \$28,989.00 | R | | | | | X | | X | | | | | |
| DK | Enrollment Services | 2 | 11/14/2005 | NA | Convert Level 5 Accounting Specialist to Level 6 Student Services Specialist | No additional FTE required. \$4,006 more per month, but paying \$3,765 now, so would need just \$2,889 more annually | \$2,889.00 | R | | | | | X | | X | | | | | |
| DK | Enrollment Services | 3 | 11/14/2005 | NA | Hire Project Coordinator, Level 14 | Additional 1.0 FTE | \$69,720.00 | R | | | | | X | | X | | | | | |