

**ORAR Phase II Program Review Action Plan
May 2015**

Short and long-term goals have been developed as a result of the self-study process. This includes recommendations made by the site review team, the Assistant Vice President of Student Enrollment Services and the Interim Vice President of Student Services.

The areas that participated in the Program Review were Registrar, Assistant Registrar, Residency Office, Outgoing Transcript Office and Assistant Registrar in the office of the School of Applied Technology Student Records Management. This document will be a working document for the designated areas within the Office of the Registrar and Academic Records.

Progress toward these goals will be reported on and reviewed within six months of Program Review (November 2015) and then every year as part of the annual assessment and highlights reports.

Recommendation	Action	TimeLine
<p><u>ORAR Mission Statement</u></p> <p>ORAR should develop a clear mission statement and student learning services outcomes that are aligned with Student Services priorities. They need time and support from senior leadership to develop these foundations and to develop a strategic plan. As a department, ORAR needs to determine how it strategically facilitates student learning, success and completion.</p>	<p>LaDawn/Linda and CORE Leadership</p> <p>Action:</p> <ol style="list-style-type: none"> 1. Develop a clear mission statement aligned with student services priorities. 2. Develop outcomes aligned with student services priorities. 3. Develop a strategic plan which facilitates student learning, success, and completion. 	
<p><u>Empower the Role of Registrar and ORAR</u></p> <p>The Registrar, Assistant VP for Enrollment Services, and the VP for Student Services make visible to the College the role of the Registrar and ORAR and the accountabilities endemic to their work. Empower ORAR to enforce policy and lessen the culture of granted appeals and exceptions.</p> <p>Make visible the role of Registrar and ORAR and the accountabilities to which are beholden.</p>	<p>MaryEtta</p> <ol style="list-style-type: none"> 1. Continue to promote a professional environment in the Office of the Registrar and Academic Records - ORAR. 2. Provide clear ORAR policy and procedure. 	

<p><u>ORAR Organization</u></p> <p>ORAR should consider reducing the number of direct reports for herself by combining units with similar functions under a single manager. ORAR should consider evaluating its units based on skills sets (eg Graduation, Next Step Program and Incoming Transcripts. Outgoing Transcripts and Enrollment Verifications) and merge as appropriate and cross-train to create a more blended staffing model.</p>	<p>MaryEtta Chase Action:</p> <ol style="list-style-type: none"> 1. After the Admission Office is organized, reevaluate and assess the ORAR organization based on processes and procedures. 2015 Fall/2016 Spring 	
<p><u>Technical Strategic Road Map</u></p> <p>Once foundation of mission and strategic plan created, ORAR should create a technology plan in lieu of the technology wish list.</p>	<p>Ologa Action:</p> <ol style="list-style-type: none"> 1. Organize a time each year where ORAR technical project goals are reviewed. 2. Annually review technical goals and create a draft of ORAR's 3-year road map. 3. Communicate and review with IT leadership ORAR's technical road map. 4. Request IT communicate the College technical road map with ORAR and possibly revise ORAR's road map. 5. Communicate ORAR's final 3-year road map to Student Banner Project committee. 	
<p><u>ORAR Organizational Communication Map</u></p> <p>ORAR should make external communication a strategic priority. For example, ORAR should engage stakeholders in conversations before policy or procedure changes are made.</p>	<p>MaryEtta Chase Action:</p> <ol style="list-style-type: none"> 1. Create a communication map identifying the communication pathway when policy and procedure changes are made. 	
<p><u>Systems Manager Position</u></p> <p>ORAR should create the position and hire a Systems Manager to liaison with OIT and to manage technical projects and Cognos reporting.</p> <p>ORAR should work with Human Resources and other stakeholders to develop a new classification such as Systems Manager. This new classification should be written so that it can be scaled across the College.</p>	<p>MaryEtta Chase – Reorganization Strategy Action:</p> <ol style="list-style-type: none"> 1. Write draft job description for systems manager. 2015 Fall. 	
<p><u>Desk Audit</u></p> <p>ORAR should conduct desk audits to determine inefficiencies and to propose process, policy or staff changes that will streamline services to students.</p>	<p>Carrie Riley/Denise/Abbey Action:</p> <p>Conduct desk audits on student services processes.</p> <ol style="list-style-type: none"> 1. Create a team of key staff who are responsible for student services processes. 2. Draft a desk audit document. 3. Conduct a desk audit. 4. Assess desk audit results. 5. Meet with key staff and communicate results. 6. Meet with leadership staff to review results and create an organizational action plan. 	

<p><u>Redesign Web Page</u></p> <p>Redesign web pages so students are directed to automated and online options first and paper forms last.</p>	<p>Ryan Lévesque</p> <p>Action:</p> <ol style="list-style-type: none"> 1. Communicate with Svetlana the need to reroute links to online options. 2. After new College Web Page is implemented, review and reroute links if needed. 	
<p><u>Appeals Summit</u></p> <p>Hold an “appeal summit” with stakeholders to assess the best way to serve students efficiently while also ensuring the academic integrity of student records.</p>	<p>Shelly Edwards</p> <p>Action:</p> <ol style="list-style-type: none"> 1. Organize a Registration Appeal summit. 2015 Summer 2. Update and re-write Registration Appeal policy and procedure. 2015 Summer 3. Implement and communicate update policy and procedure. 2015Fall/2016 Spring 	
<p><u>Administrative Assistant</u></p> <p>ORAR should hire an Administrative Assistant.</p>	<p>MaryEtta Chase</p> <p>Action:</p> <ol style="list-style-type: none"> 1. Write a submit job description in PARS. 2015 Summer 2. Work with AVP and VP on funding. 2015 Summer 3. Follow through with the hiring process. 	
<p><u>Cognos Reporting Position/Responsibility</u></p> <p>If a significant amount of Cognos reporting continues to be a part of ORAR’s core functions, it is recommended that a single staff member receive comprehensive Cognos training and that this person report to Systems Manager.</p>	<p>Joyce Hendricks/Ryan Levesque</p> <p>Action:</p> <ol style="list-style-type: none"> 1. Review and assess Cognos expectations and needs in ORAR. 	
<p><u>North/South Region Support</u></p> <p>ORAR could be better supported by Student Services at the North and South Region campuses and vice versa. There is opportunity to cross-train and monitor staff at these locations on some processes and transactions currently being handled only at the Redwood campus. Build strong relationships with regional campus staff so staff can grow into new duties and responsibilities.</p>	<p>Shirley/Joyce</p> <p>Action:</p> <ol style="list-style-type: none"> 1. Create a consistent cross training schedule for regional campus sites. 	