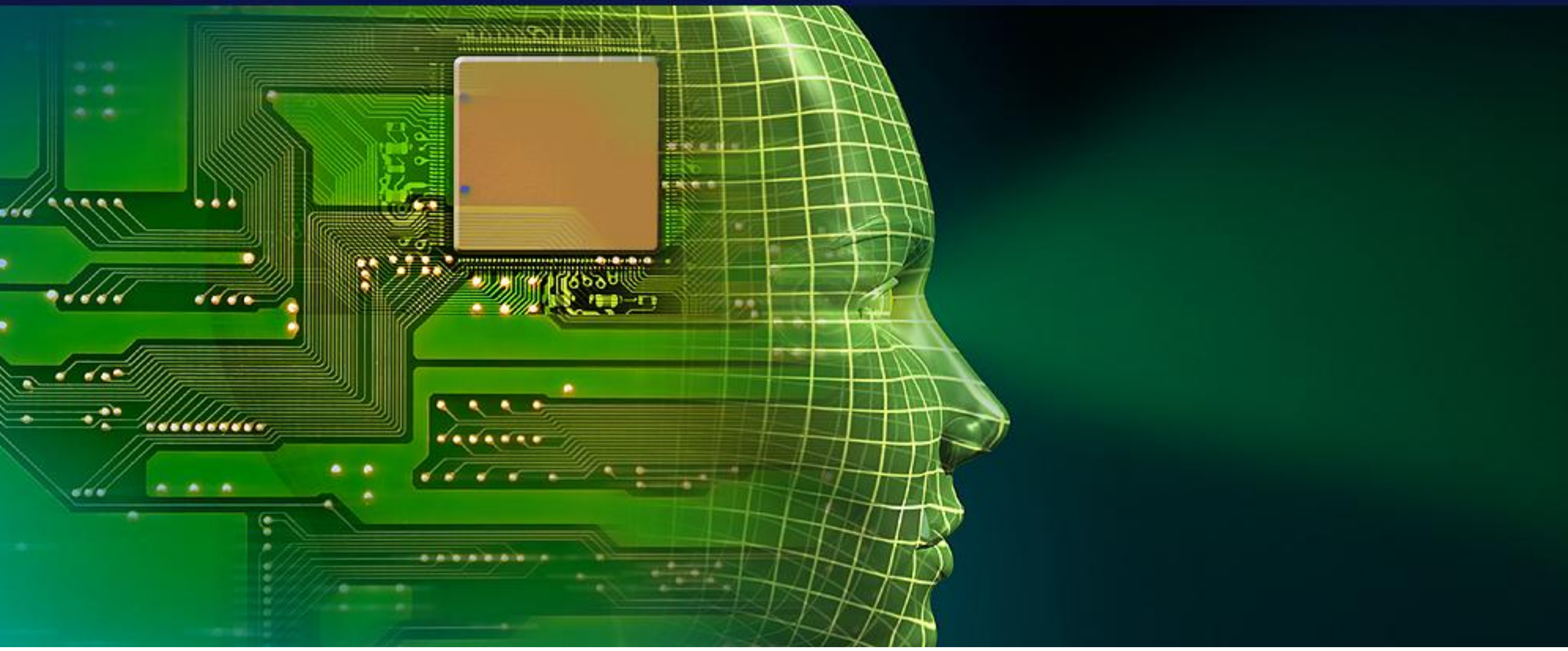

Enrollment Technology
Program Review Response

Introduction

The final report of the review team from Cambria Solutions provides a sound and objective review of the department after its initial year. The review team highlighted areas of significant accomplishment and provided areas for improvement, with suggestions for solutions, all of which are focused on how Enrollment Technology can evolve to best serve the University. This response reviews and comments on the findings and improvement recommendations. This report includes the department's plan for moving forward in the post-review period and will reference plans, presentations and projects design that are included in the appendices.

Initial Impressions

The review team made an effective review of pertinent documents, resources and interviews to formulate the approach to be used in Enrollment Technology's program review. In their findings, three common themes emerge:

1. The need to clearly communicate to campus clientele, the areas of responsibility of Enrollment Technology and how they differ from those of SAITS and I&IT.
2. The issue of staff location: centralized versus decentralized.
3. Communications and the use of Enroll-IT.

Consideration of these themes, the review team's other findings, our strategic plan and the current economic climate will be at the core of ET's plans going forward.

FINDINGS

PROGRAM ASSESSMENT

- Enrollment Cluster customers are generally pleased with ET services and like having ET staff co-located with their functional staff.
- The Enroll-IT service request process works, but there is room for improvement.
- Customers believe recurring PeopleSoft activities are well defined and generally run smoothly.
- Reporting processes are currently adequate, but designating ET functional/data owners could improve the process.
- Imaging processes and equipment offer room for the greatest improvement and pose the greatest risk in that key data is only available in a single hard copy.
- Customers would like ET to be technical experts and guide them to improved processes by implementing functionality readily available within PeopleSoft (e.g., workflow) as well as other technologies.
- Customers and staff noted that roles and responsibilities between ET, SAITS and I&IT are not clear.

RESPONSE

Enrollment Technology (ET) is pleased with the level of client satisfaction and confidence attained with their services in their first year while simultaneously looking forward to raising the bar in the coming year. Client confidence is a key component of implementing enhancements or new technology. ET is striving to enhance to knowledge and skill levels of its staff to better support their role as technical experts for our clientele.

The Enroll-IT system has provided a solid platform to simultaneously build a case tracking system and knowledge base. It has the ability to grow and adapt to meet client needs. As it moves into its second year of use, it will be the focus of enhancements and possible additional modules to better serve our clients needs.

Our reporting capabilities are expanding as the Data Warehouse and Dashboard environment continues to develop. There is a need to designate functional data owners from our client departments, which the technical staff can collaborate with to validate results, to improve the process.

Imaging will undergo a process review during the spring quarter. Although budget constraints are significant, a recommendation on staffing levels, equipment and software licenses will be forthcoming as well. The team's reference to key data and hard copy at risk refers to the fact that while we have over a million documents imaged currently, the Student Records vault still houses a great many documents that have yet to be converted to images.

The administration of PeopleSoft at Cal Poly Pomona is divided across multiple divisions of the campus. Administrative Affairs, I&IT and Student Affairs, all have important roles that continue to evolve. ET continues to work with I&IT to communicate to the campus the appropriate contacts and procedures for assistance and support. The need for ET to present a clear message that describes our mission and services has been a recognized challenge by both ET and SAITS. Through the TLG department spotlights, both ET and SAITS have strived to provide both clarity and differentiation of our missions and areas of responsibility.

Organization Assessment

- While ET has a clear understanding of its role and responsibilities, many of their clients are not clear as to which entity, ET, SAITS or, I&IT, they should contact for their IT issues.
- The current decentralized structure of physically placing staff in the departments they serve facilitated understanding their business area. However, it creates challenges to cross training, workload balancing, cross coverage and confuses staff as to reporting lines.
- The ET Director provides good overall leadership for ET and for current strategic planning efforts.
- ET Staff is conveniently located with customers, but this structure may not support efficient allocations of resources and standardization of ET processes.
- Division IT roles and responsibilities must be defined and communicated. Enrollment Cluster managers and staff are unclear as to respective roles of ET, SAITS and I&IT.

Response

For clientele and others in the University to develop a clearer understanding of ET's role and responsibility, our efforts will need to focus on educating, communicating and reinforcing our message to the campus community. Currently, our TLG presentation provided a good starting point. We continue to look for opportunities to educate and reinforce these points during meetings and other activities. However, a more proactive approach is needed and we will be exploring some different communication modes during winter quarter.

ET as an entity continues to evolve. The decentralized staff location model has added some confusion to reporting relationships. A revision to the organization chart that removes the dotted line relationship with the other departments will be a positive move in this area. Centralizing the location of staff has been determined to be a high priority and will be acted upon pending available space.

Department Leadership

- The ET Director articulates a vision and mission for ET services, sets goals and objectives based on customer need, and represents ET in the strategic planning process.
- The ET Director communicates effectively in regards to ET services, administration, and educating staff.
- The ET Director is informed and integrates appropriate technologies into programs and services.
- The ET Director develops and continuously improves programs and services in response to changing needs of populations served and evolving institutional priorities.

Response

ET believes that its service-orientation and vision of "technology@ease" is the basis for our successes in this area. The Director and staff work in a manner that keeps these core values at the heart of our philosophy and deliverables.

Organization and Management

- ET staff are conveniently located with customers, but this structure may not support efficient allocations of resources and standardization of ET processes.
- Enrollment Cluster managers and staff are unclear as to respective roles of ET, SAITS and I&IT.

Response

The current organizational model and staff location plan played an important part in easing the transition from individual department based IT support to that of centrally managed IT support. However, the cost of the model is that original goals of increasing the breadth and depth of knowledge among the ET staff; increased collaborative problem solving and greater accountability, become much more difficult to attain. A professional development project has been developed as one response to generate greater progress towards these goals. Its primary tools are job rotations and cross training. The full project plan can be found in the appendix of this response. The staffing location issue will be addressed in the Resource Assessment Response section below.

Human Resources

- ET recruitment and selection is largely sufficient. It has been difficult to recruit imaging staff and competition with the private sector for technical staff is an ongoing challenge.
- ET staff have access to technical training, however, the Enrollment Cluster Departments would benefit from cross-trained staff.
- The ET Director conducts employee performance evaluations, but this process is hindered by out-of-date duty statements and employee performance objectives not being tied to department objectives.

Response

ET concurs with the Review team's assessment of the challenges of recruiting staff among its Imaging staff and the analyst/programmers. It is rare to find staff with imaging experience and even more so with the software suite used on campus. As the review team also note, the staffing level of the Imaging unit is quite small (3 FTE) compared to other campuses (15 FTE). Increasing the size of the unit would improve their ability to respond to demand surges and expand their services within the Enrollment Cluster. Competitive salaries remain a key issue with the recruitment and retention of analyst programmer positions.

As briefly described in the Organization and Management section, the department is keenly aware of the benefits leveraging training opportunities. The Professional Development Project is a direct response to this recommendation's focus on training and cross training.

Resources Assessment

- ET financial management follows the standard university budgeting and cost tracking processes.
- ET facilities generally meet the ET Director and staff's needs where staff is currently co-located with functional units. Should the ET staff be centralized, ET would require additional space.
- ET's primary customer service tool, Enroll-IT, meets customer's needs, but ET could enhance the application.

- ET's scanning equipment is aging and in need of replacement. ET could also improve the imaging process by having additional software licenses and being able to assign staff during peak periods.

Response

ET continues to strive towards best practices in budgeting and cost tracking. The new Finance dashboards are a good step in meeting this objective as they give enhanced abilities for budget management. Space is currently sufficient under the current co-located model for the analyst programmers but ET feels a more centralized staff location plan would be more effective. This might be accomplished via a space exchange as opposed to acquiring additional space. As mentioned earlier in the Organization Assessment section, centralizing the location of staff has been determined to be a high priority and will be acted upon pending available space.

Developing plans for the replacement of the scanning equipment and additional licenses should coincide with the business process review to be conducted of Imaging in 2010.

Assessment and Evaluation

- ET has been actively involved in the university strategic planning process and has developed an application to track the Division's strategic plan.
- ET has taken the first step in clearly defining performance objectives as part of the Enrollment Cluster Technology Master Plan and the Division Strategic Plan.
- ET conducts employee performance evaluations, but does not link employee objectives and goals to department or division goals.
- ET must define objectives to measure, guide its service to customer departments, and support the overall University Learning Outcomes.

Response

The strategic plans for the division and department, together with the cluster Technology Plan provide the blueprint for establishing performance objectives and outcomes. While these may need to adapt to changes in the University environment, they are still the foundation from which ET will operate. The director will continue to work closely with Cluster managers to clearly define priorities and objectives for each academic year in accordance with the strategic planning framework.

The changes recommended for performance evaluations are more challenging as the University and the Collective Bargaining process define the format for staff performance evaluations. The Director will seek to bring the two into greater alignment within the confines of policy and the Collective Bargaining agreement.

Recommendations

The First 120 Days

- Confirm mission and implementation priorities
- Gain commitment, build support and communicate!

- Implement “Quick Wins.”
- Research how PeopleSoft functionality could support business process improvements such as workflow.
- Employ business process improvement concepts and tools and consider establishing a business analyst position.

Post 120 Day Period

- Implement Project Management Office (PMO) or PMO functions
- Standardize strategic planning and performance monitoring evaluation.
- Conduct Business Process Reengineering of Imaging processes and technology and implement improvements.
- Enhance Enroll-IT to include email status updates for wider audience groups and improve processes around reporting and defining IT issues for ET to address.

Response

The following activities and projects will be put in place in response to the recommendations:

- Professional Development Project
    - A 4-year project involving all ET staff that targets developing their depth and breadth of knowledge in PeopleSoft and other enrollment-related technologies.
    - Utilizes job rotations, cross training and other training modes to cover a developed list of subjects.
    - Project runs Fall, 2009 – Summer, 2013
- Centralized Staff Location Project
    - Working with Enrollment Cluster Senior Managers, ET will work to develop a plan to consolidate our work space from the current four separate locations into a maximum of two locations.
    - Project runs from Winter, 2010 – Summer, 2010
- Communication Project
    - Review and expand ET web pages
    - Develop a quarterly e-news publication
    - Project runs from Winter, 2010 – Summer, 2010
- Imaging Business Process Review
    - Review and map all imaging-related business processes
    - Develop equipment replacement and licensing plan
    - Project to run Spring, 2010
- Enroll-IT Upgrade
    - User review , Winter 2010
    - Demo new potential functionality, Winter 2010
    - Develop a suite of monthly Enroll-IT reports including monthly utilization reports, Spring 2010
    - Finalize changes and Implement, Summer 2010

APPENDIX

Professional Development Project

A four year plan for enhanced knowledge and productivity

Table of Contents

Executive Summary

Enrollment Technology was created in August, 2008 as a means to better leverage the Enrollment Cluster's investment in technology and technology-related personnel. A key goal of the reorganization was to make better use of these resources and create knowledge redundancy across the staff, developing a system through which we can apply it for better solutions and progress.

A key strategy to accomplish this goal is to employ an aggressive professional development campaign that focuses on specific outcomes. This project reflects such a plan and utilizes a collection of different approaches that are tailored to effectively meet the needs of the staff and the cluster. Utilizing job rotation, cross training, business process documentation and a variety of training options, this project seeks to empower and develop our staff so that they can address a wider range of challenges with creative solutions that are both timely and effective.

This project will run over the course of several years to complete its desired outcomes. The expected result will be:

- *Expert level programmer/analysts will have comprehensive understanding of the PeopleSoft SA module, the departments that make up the Enrollment Cluster, their business processes and the significance of the services they provide to the University community*
- *Career and Foundation level programmer/analysts, along with IT Consultants who have operational knowledge of e-communications, data warehouse reporting, Singularity, security and other pertinent topics*
- *Testing and Administrative Coordinator and the Imaging staff who have overall functional knowledge in all phases of Imaging, greater desktop software proficiency and have acquired a more in-depth knowledge of the business process of the departments that they service*

This project will use professional development as a means to provide greater value and continuous improvement to our current investment in technical staff and systems. For the staff, it will provide them opportunities to gain knowledge and experiences that will foster their professional growth. Participation in the team shall not however, be grounds for compensation or classification adjustment. All assignments and professional development modes will be constructed to work within current classifications.

Project Description

Business Case

The campus's enrollments needs are critically dependent upon the components that make up PeopleSoft SA and the departments within the Enrollment Cluster that functionally drive them. Three expert-level programmer/analysts provide the technical expertise and support:

Table 1- Current PeopleSoft SA component assignments

Name	***PeopleSoft SA Module Component***
Jacquelyn Almonte	*Admissions*
David Chen	*Financial Aid*
Mohammad Rehman	*Student Records and Academic Advising*

From their previous organizational structure, these staff functioned in "technical silos" being focused solely on their component within the SA module. While this helped develop their expertise in this area and developed functionality, it also isolated them from the developments in the other components, their related business processes and limited their level of interaction with their peers. This would leave departments that are very dependent on technology very vulnerable when one of these individuals would be absent or on leave for any length of time. Additionally, other enrollment related systems, reporting, e-communications and the Campus Community component of PeopleSoft that are administered by the other programmer/analysts, Information technology consultants, administrative and imaging staff, face the same vulnerability.

Objectives and Outcomes

This project strives for consonance with University Core Values and both Divisional and Departmental Initiatives by focusing on: Polytechnic Identity, Deploying technology to achieve outcome based improvements and Developing tools and standards that raise the "technology knowledge" bar. The following objectives and outcomes summarize the scope of the project:

Table 2- Project Objectives and Outcomes

Objectives	***Outcomes***
Enhance knowledge redundancy by broadening the PeopleSoft SA module expertise of expert level programmer/analysts	*Each expert level Programmer/Analyst will complete two job rotations that will provide detailed exposure to the Admissions, Financial Aid, Academic Advising and Student Records components of PeopleSoft SA and the business processes of the departments that have functional responsibility for them.*
Enhance knowledge redundancy of Enrollment Systems reporting, administration and tasks for career and foundation level programmer/analysts and IT consultants.	*Each career and foundation level programmer/analyst and IT Consultant will complete a set of cross training opportunities in areas such as data warehouse reporting and dash board creation, PeopleSoft security, e-communications, Imaging and web development, as appropriate by classification.*
Enhance knowledge and formal documentation of	*All staff will participate in documenting the processes*

business processes by all staff	*related to the services they provide each department.*
Participate in training opportunities to improve knowledge in new technologies, best practices, project management and productivity software.	*A variety of training modes will be made available, such as webinars, ODT training, courses and other modes will be made available on a variety of topics. All staff will have developed and completed an annual personal professional training plan.*

Project Management

Sponsor, Manager, Team and Stakeholders

Table 3- Project participants and roles

Name	Title	Role
Kathy Street	*AVP-Enrollment Services*	*Sponsor*
Rod Short	*Director-Enrollment Technology*	*Project Manager*
Noha Abdou	*Systems Analyst*	*Team member*
Jackie Almonte	*Lead Systems Analyst*	*Team member*
David Chen	*Lead Systems Analyst*	*Team member*
Lee Anne Ma	*Student Admin Security Coordinator*	*Team member*
Louis Mills	*Systems Analyst*	*Team member*
Marisol Nguyen	*Imaging Assistant*	*Team member*
Stella Quirk	*Testing & Administrative Coordinator*	*Team member*
David Razo	*Imaging Systems Specialist*	*Team member*
Mohammad Rehman	*Lead Analyst Programmer*	*Team member*
Carla E. J. Torrence	*Student Systems Assistance Coordinator*	*Team member*
Sharon Wong	*Imaging Assistant*	*Team member*
Deborah L. Brandon	*Executive Director for Admissions & Outreach*	*Stakeholder*

Rose Kukla	*Project Manager*	*Stakeholder*
Traci Lew	*Senior Coordinator-Orientation Services*	*Stakeholder*
Maria L. Martinez	*Registrar*	*Stakeholder*
Diana Y. Minor	*Director-Financial Aid & Scholarships*	*Stakeholder*
Mauricio Calderon	*Director-I&IT Applications*	*Stakeholder*

Professional Development Modes

Job Rotation

Job rotations will engage each of the expert level programmer/analysts to complete an assignment where they have primary responsibility for a different PeopleSoft SA component than they do currently. Only two programmer/analysts will be rotated in any given academic year and the duration of the assignment may be up to 2 years in length.

In preparation for the rotation, both programmer/analysts shall participate in the development of a transition plan that will guide their counterpart during the transition and give them a clear understanding of the basic responsibilities associated with that component. They will become participants in the CMS conference calls for their assigned areas. They will document their areas of contribution to the department's business processes. Additionally, they will function as mentors for their counterpart, with regularly scheduled meeting time to review current tasks and issues. The project manager will consult with Human Resources regarding the need to adjust position descriptions and to assure notification timeline compliance.

The following table illustrates the rotation phases. Each phase is of duration from one to two years. Part of the project completion phase will be a review to see if the rotations should become a permanent part of the departmental operations.

Table 4- Rotation phase assignments

Rotation	Admissions	Financial Aid	Academic Advising & Student Records
Current	*Jacquelyn Almonte*	*David Chen*	*Mohammad Rehman*
Year 1	*David Chen*	*Jacquelyn Almonte*	*Mohammad Rehman*
Year2	*Mohammad Rehman*	*Jacquelyn Almonte*	*David Chen*
Year3	*Mohammad Rehman*	*David Chen*	*Jacquelyn Almonte*

Cross training

Cross training becomes the modes of choice for the balance of the department staff because of the diversity of classifications. Cross training allows us to focus in on specific topics, functions and tasks, such as data warehouse reporting and dashboard design, and apply them consistent with current job classifications.

The project manager and team members will develop a matrix of cross training topics which will then be vetted with Human Resources to assure their appropriateness for the classifications of team members. From that matrix, individualized plans and assignments will be created and scheduled for project team members. Individuals will alternate roles between being the "cross trainer" or, the "cross trainee" and will also interact with staff and managers from the areas represented by our stakeholders. Before and after assessments will be established to measure discernable knowledge and skill gain after the matrix item has been completed.

Process Documentation

Each team member will participate in developing documentation of business processes that they are actively involved in. Both cross training and job rotations will afford opportunities to refine the documentation as it is seen through "a fresh set of eyes". In addition, team members will help develop a model that show what their process contributes to, eventually developing a picture of how their contribution ties into the bigger picture for the University.

Other Training Modes

Throughout the duration of the project, staff will be encouraged to participate in ODT offerings, webinars, and other related training options. The current department policy that each staff member is approved for at least one training opportunity per quarter will be maintained. The project manager and each staff member will work to identify specific training opportunities that have a direct relationship to their professional development. This will function in concert with the professional development plan on file with Human Resources. If no plan is on file for an individual, creation of one will be a desired outcome.

Communication Plan

The communication plan will be comprised of two parts, a formal electronic newsletter and scheduled agenda item during weekly staff meetings. The electronic news letter will be more than just and update but will focus on setting an upbeat tone with contributions from the VP level, AVP, stakeholders and team members. Reference information on the selected professional development modes will also be included. A fall kickoff communication piece will be developed and followed by early spring and summer versions. The professional development project will also be a standing agenda item for the weekly Enrollment Technology staff meetings and will be used to identify issues in need of more in depth discussion.

Approvals and Change Management

Overall project approval requires approval by the VP of Student Affairs, AVP for Enrollment Services and the Director for Enrollment Technology. A change order process will be established where issues are defined, actions proposed and supporting justification are included. Change order approvals require the approval of both the sponsor and project manager. The change order process must be completed prior to implementing the change.

Proposed Summary Schedule for Year 1

Table 5- Summary Schedule for Year 1

Milestone	Planned Completion
Communication plan kick off	*November 2, 2009*
Job Rotation transition planning, overview conducted, mentor meetings scheduled	*November 30, 2009*
Job Rotation transition	*December 14, 2009*
Identify cross training subjects, select 1st year trainers and trainees, develop training outlines	*December 9, 2009*
Cross training kickoff	*January 25, 2010*
Process Documentation planning and training	*January 27, 2010*
Selected processes completed	*April 16, 2010*
First year review process begins	*May 14, 2010*
First year review completed	*June 3, 2010*