

A SEM Team Saved Us
At
Villa Julie College!

Presented by
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Four Orientations to EM

- Administrative Orientation – Looks at processes related to enrollment
 - Student Focused Orientation – Seeks to maximize student satisfaction with services
 - Academic Orientation – Focuses attention primarily on the development and integrity of academic programs, on the primacy of teaching and learning.
 - Market Centered Orientation – The primary perspective is a market one. The focus is on the external realities of the marketplace that prescribe parameters and possibilities and position for each college and university.
- Kalsbeek, D.H. 2006. Some reflections on SEM structure and strategies. *College and University Journal*. 81(3): 3–10.

60 Years of VJC

Where we are now.

The Challenges That We Faced

- Development of two campuses 10 miles apart
- Growth and constant change
- Development of accelerated programs
- Lack of communication/isolation between departments
- Poor utilization of technology
- Morale issues due to growth

First problem!

- We needed an accelerated session calendar that worked within the traditional semester
- - Problem – the director of the program thought that $5 + 5 + 5 + 2 = 16$.
- For most people, it was a safe non-territorial issue (except for the person who could not add). If we solved this one, it made lots of the group members happy.

The Call Went Out



- Mark called together an initial group of key people. His position had just been changed to VP for Enrollment Management which gave “weight” to the call.
- Assignment – Solve the accelerated calendar issue.

Who made the original guest list and why?

- VP for Enrollment Mgt.
- Registrar
- Director of Financial Aid
- Director of Student Accounts
- Comptroller (huge!)
- Director of Accelerated Programs
- Director of Transfer Admissions
- Director of Freshmen Admissions
- Associate Dean of Student Support Services
- Dean of Students
- Assistant to VP for Enrollment Mgt. (kept us sane and organized)
- Director of Institutional Research
- Director of First Year Experience (added later when the position was created)
- No faculty members



Problems that we have encountered...

- After a while, we made the group even bigger by bringing in some second level staff to work on issues related to technology. The group became just too big to accomplish anything. Too many people believed that they were “chiefs.”
- We did not have a clear focus on what we were doing. Now we always have an agenda.
- At first, we operated in survival mode trying to solve one crisis after another..
- Sometimes we talked an issue to death

More problems...

- Not everyone in the group always takes care of an issue when they say that they will
- The result of when a department decided to quit mailing bills without bringing it before SEM. It was a disaster. A perfect lesson about what happens we departments do not consult the team.
- Lack of understanding of our SIS (integrated database) and our dependence on IT

*So what have we done to address
those issues that were identified at
the beginning?*

(all this talk... any action?)

Communication Issues

- Information Exchange Gathering
- All team members are required to talk at least one afternoon a week – 1:00 – 3:00 standard meeting
- Began visiting other colleges – why reinvent the wheel?
- Developed a Student Solution Center
- Process mapping
- SEM has a yearly retreat to plan and prioritize projects for the next year

Technology issues

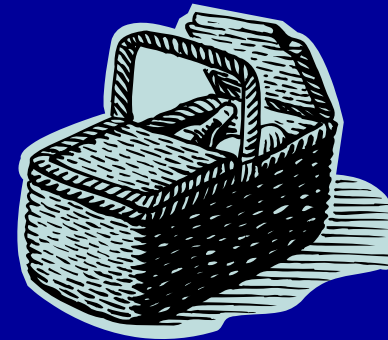
- Technology
 - Implemented an audit from Datatel of all major offices. (all heads were on the team)
 - Provided campus leadership to push higher utilization of student system
 - Purchased and implemented reporting software for campus use (Entrinsik Informer)
 - Sent 20 people to the DUG annual meeting to receive training on system usage.

More Technology...

- Individual offices secured training from Datatel on specific systems.
- Reviewed, purchased, and implemented an imaging system in 4 main departments across campus
- Made training a priority on campus
- Established a Datatel Action Committee that functions as a sub committee of the SEM team
- Began process mapping – learned VISIO

Morale issues...

- Team members actively look for opportunities to publicly acknowledge the efforts of their staff.
- Started a “freeze the data picnic” in the fall and a “freeze the data breakfast” in the spring



Growth and Change Issues

- We all know Mark's numbers which allows all departments to plan appropriately (700 freshmen – we think he is crazy!)
- We pitch in to help other departments at stress times...Members of SEM pitched in to move over 500+ new students into housing.
- Preview each other of what is coming down the pike – both problems and opportunities

Why has it worked?

- It's a first priority for the group. Every Thursday at 1:00 – 3:00 is the SEM team meeting.
- We are operating on the same page.
- If one department is able to solve a problem, it ripples out.
- Smaller groups are given “authority” to find solutions.

How can you start at SEM team at your institution?

- One person at an authority level must take leadership with the idea.
- Recruit one other person who believes that this could be vital.
- Choose the most pressing topic that affects the most number of people that could really make a difference if solved.
- Select the team
- In the first meeting, plant the vision for what this team has the potential to do – not a talking group, but a group that has the potential to truly change your campus.

More start up ideas...

- Fix the problem
- Celebrate your success
- Move on to the next issue always looking at processes but not individuals
- Keep the president informed – so that you can spend more money
- Get a budget for SEM established in your college's budget – these things cross departmental lines.

What can I do...

- Who could I get to work with me on this idea? Maybe they are here at SEM with me now....
- What would I tackle first at my college?
- What would my next step be?

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