

Enrollment Management Division – Climate Survey Report

Since the climate survey results were published in the spring of 2016, the enrollment division has spent considerable time focused on the following areas:

- Developing strategies for improved communication across the division as well between mid-level and upper level leadership with staff;
- The development of core competencies for positions across the division;
- Clearly outlined paths to promotion that reflect both advancement of the individual as well as outlining expectations around performance;
- Firmer and clearer expectations and accountability at all levels;
- Development of strategies to foster greater work-life integration - including the identification of time saving efficiencies

We initially responded to the climate survey results by hosting several focus groups that were comprised of a mixture of admission and financial aid staff. The aim of these focus groups was to further understand the details behind some of the lower rated areas on the survey as well to devise solutions for improvement. At our all-division retreat at Penrose House in August of 2016, we discussed ways to improve communication within teams and among teams, calendaring and planning, and documenting processes and policies. As outcomes, we developed an office policy manual, improved reporting/sharing, and established team goals in alignment with divisional objectives and the college mission. In that context, we have also worked closely with staff members to develop individual SMART goals.

To demonstrate an orderly path to promotion, we have developed and published core competencies and detailed promotion criteria. We have updated many job descriptions so that the work assigned is documented and compensated. We have developed and published core competencies/expectations for supervisors to all staff for mutual accountability. Among those norms are bi-weekly check-ins by direct supervisors and periodic check-ins by the directors.

The admission extended leadership team (Senior Assistant Directors, Associate Directors, Directors) decided to participate as a team in the Excel@CC Advanced Supervisor training with follow-up sessions to debrief and implement. We are in the process of developing training and implementing some of the knowledge gained in the sessions over the course of the Excel@CC program. The division-wide extended leadership team also hosted a mid-year retreat focused on defining lines of authority and managing energy rather than time. A key portion of this retreat was spent on discussion around building healthy work/life integration habits and building efficiencies in how staff prioritize their work.

To establish a more predictable work-life flow, we have sought efficiencies with recruitment travel and application review. We have limited the number of travel days per person and emphasized the use of alumni volunteers for college fairs and interviews. We have also streamlined application review by starting review earlier, sharing key

dates, clarified first-round evaluation thresholds, and added reviewers to lessen the overall review load on each individual reader.

To improve communication within the division, we have been more inclusive by including non-exempt staff in both weekly meetings and team meetings, established shared agendas and minutes, and to ensure progress is being communicated, we are utilizing Basecamp 3 across the division for assignments and deadlines. There is a new focus on open dialogue in both departments, as well as an emphasis on “buy-in” by requiring staff input into office changes.

We have established a job responsibilities/org chart between Financial Aid & Admission to better understand each role across the division

Looking Ahead:

There are several ways that we plan to continue to address key issues raised in the Climate survey over the remainder of this academic year and summer and into the 2017-2018 academic year:

- Each office will begin to host regular extended leadership team meetings that will draw more stakeholders to the table to ensure their voices are being heard, as well as to share further context about the larger picture of our work
- The division will begin to host extended leadership team meetings that focus on culture, efficiencies, and big picture enrollment management topics
- We will be holding an all-division retreat and follow-up working group sessions during the summer / fall of 2017
- Provide trainings at all division meetings that share key aspects of the Advanced Supervisor Excel@CC course that deal with trust, change management, conflict resolution, and managing up
- Identify effective ways to further establish cross-divisional communication and cohesion outside of regularly scheduled meetings
- Identify means of recognizing significant accomplishments by both individuals and teams
- Further development of strategies for upper leadership to engage in additional formal and informal mentoring opportunities
- Development of opportunities to learn more about the practices of the other department
- Continue to develop and incorporate individualized work-life integration strategies