

A Message From The President

What a tough time you have in this modern environment as admission and registrar professionals. It is an exciting and scary time to be in the higher education arena as we head toward a new century with smarter students, more social problems, more technology, and more challenges. The shared experiences that you bring to the colleges and universities you represent and to PACRAO are wonderful crucibles in which to develop leadership skills, to form habits of professional curiosity and inquiry, habits that enrich daily life and expand opportunity for a lifetime, not only for those you serve but for each of you working in a college environment. You are so important to your college or university and to the students and faculties you serve.

My goal for you during the 1995 PACRAO year is that you will find one good idea and implement it, participate in at least one activity sponsored by PACRAO, make one new friend in PACRAO, give the Executive Board at least one suggestion on how we can improve PACRAO, and attend the conference in Newport Beach, California in November. The Executive Board, the Local Arrangements Committee co-chaired by Michael Thompson and Elaine Wheeler, and the Program Committee chaired by Faith Weese are making plans for a very productive and fun conference in Newport Beach. Mark your 1995 calendar now for November 5-8.

The year 1995 is full of promise as we head toward the remaining years in this century. Computers are being changed to accommodate the 2000 years. Electronic mail is becoming a faster medium for sending registration confirmations, grades, and bills to students. Faculty are submitting grades via e-mail...and on it goes. So get involved with PACRAO and share your experiences in these and other areas.

I will close with a Lesson From the Geese from Milton Olsen, a naturalist as told by Angelese Ariens:

As each bird flaps its' wings, it creates an uplift for the bird following. Flying in a 'V' formation, the whole flock adds 71% greater flying range than if the bird flew alone.

Lesson: People who share a common direction and sense of community, can get where they are going quicker and easier, because they are traveling on the thrust of one another.

— Melanie Bell
PACRAO President

Is It Time To Redesign Enrollment Services?

With the turn of the century a scant five years away, numerous colleges and universities are evaluating their operations and asking – "What should enrollment services (admissions, advising, financial aid, student accounts, registration and records) look like in the year 2000?"

One answer to that question involves the concept of process redesign or "re-engineering." This concept embraces the best of total quality management and team development principles. When redesign principles are put into action, the outcomes achieved go beyond just fixing immediate problems. A new focus is achieved, one that centers on strategic and radical changes to processes, based on the expressed desires of the customer (primarily the student).

The first step in achieving this goal is capturing a vision of what your organization or office can become. In doing so, leadership should:

- *Pursue customer satisfaction.* Develop mechanisms to gain student input on processes and services to learn what's not meeting their service expectations.
- *Empower staff through education.* Our world is rapidly changing and the staff closest to the student needs to be fully equipped with the tools to make wise decisions.
- *Employ technology.* What will be the common tools utilized by the profession to serve students efficiently and cost effectively?

In creating a vision, everyone needs a voice in its development. Each person needs to set aside his/her own assumptions and biases in order to embrace a vision focused on fulfilling expressed student needs. Several key principles of process redesign:

- *Organize around the outcomes to be achieved.* This will require focusing on the total process, not on a specific task. A process consumes resources, is triggered by one or more events, can be performed by one or more individuals or teams, and adds value to the educational experience.
- *Value the individual.* The culture of the organization emphasizes people working cooperatively, without competition, because of commonly held vision and goals. All people are valued for their unique gifts, and thrive on change.

- *Harness technology to achieve radical change.* A critical component essential for radical change.
- *Build a team.* Teams are created across traditional office boundaries to respond to student needs. The staff who must live with the results of policy or process decisions must be fully vested in the decision-making process. Leadership clearly articulates to staff the team's role and its decision-making boundaries.
- *Focus on management strategies and employee growth and performance mastery.*

Process redesign is a significant and all-encompassing organizational effort. As processes are examined and recreated to meet student expectations, other components in the organization are impacted:

- Staff will expand and deepen their knowledge base, fewer supervisors or managers are needed and those who remain will become coaches of teams.
- Staff expectations will be heightened, position descriptions will be changed and classifications examined – salary adjustments will be required.
- Appropriate resources (time, technology, budget) must be allocated to prepare staff to excel in this new environment of customer-focused redesign.
- Various personnel processes should be examined and redesigned (performance reviews, incentive and reward systems for teams and individuals).

Once the needs have been identified and the vision has been embraced, other challenges emerge. First, choose which process to tackle. Choose a manageable one which will be successful and provide visible evidence to students and staff that the efforts spent were worthwhile. Next, build a cross-functional team comprised of leadership and front-line staff who have a vested interest in the outcome and are committed to the vision and goals. Finally, customer-focused change must become a way of life. Change will take time, but not too long, and the results are worth the efforts.

— Janet Ward,
University Registrar
Seattle Pacific University

PACRAO-L AND OTHER ELECTRONIC FORUMS

Many of us are familiar with the electronic bulletin boards or listservs which can help facilitate the exchange of information among colleges and universities across the country and around the world.

Listsers can be used to communicate new items, request assistance or information, announce professional development opportunities, post conference and workshop reminders, advertise position openings, detail upcoming events, and other items of interest to the education community. Once you have signed onto a listserv, you will normally receive a "welcome message" from the lists owner. Please save this message, since it will explain how to use the list.

Here is a sampling of some of the pertinent listsers and other services, as well as directions on how to subscribe:

Listsers:

ENROLL-L (discussion group on enrollment management)

Send an e-mail message to LISTSERV@VM1.SPCS.UMN.EDU with the following command in the body of the note: **SUBSCRIBE ENROLL-L** Firstname Lastname

INTER-L (discussion group on international student concerns and issues)

Send an e-mail message to LISTSERV@VTVM1.CC.VT.EDU with the following command in the body of the note: **SUB INTER-L** Firstname Lastname

PACRAO-L (discussion list for the PACRAO region) Send an e-mail message to LISTSERV@ASUVM.INRE.ASU.EDU with the following command in the body of the note: **Sub PACRAO-L** Firstname Lastname

REGIST-L (discussion group involving academic records and registration)

Send an e-mail message to LISTSERV@GSUVM1.GSU.EDU with the following command in the body of the note: **Sub REGIST-L** Firstname Lastname

SPEEDE-L (discussion group for the use of Electronic Data Interchange, EDI, in education)

Send an e-mail message to LISTSERV@VTVM1.CC.VT.EDU with the following command in the body of the note: **SUBSCRIBE SPEEDE-L** Firstname Lastname

STUATH-L (discussion group for those interested in NCAA policies and graduation rates)

Send an e-mail message to LISTSERV@IUBVM.BITNET with the following command in the body of the note: **SUB STUATH-L** Firstname Lastname

VPAD-L (discussion group for Veteran Program Administrators)

Send an e-mail message to LISTSERV@ASUVM.INRE.ASU.EDU with the following command in the body of the note: **SUB VPAD-L** Firstname Lastname

Other Services:

To subscribe to the following lists, send an e-mail to the address noted below and include in the body of the note the word **SUBSCRIBE** or **SUB**, along with your Firstname, Lastname.

AACRAO Gopher (information on AACRAO's programs, services, meetings and publications) Start your gopher client software with the address 192.111.222.76-port 70, or ask your gopher administration to add it to your gopher menu.

AACRAO NetNews (monthly electronic newsletter) Send an e-mail message to REQUEST@AACRAO.NCHE.EDU or REQUEST@AACRAO-DEC.NCHE.EDU with your current e-mail address, full name, title, phone and institution in the body of the note.

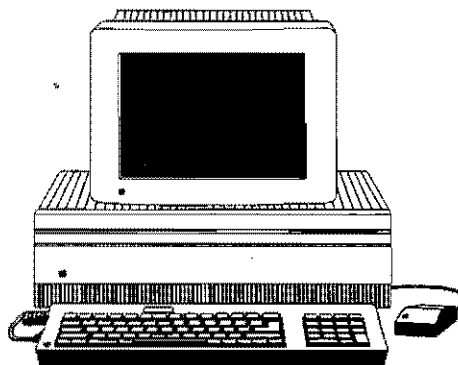
AAHE (American Association for Higher Education) Send an e-mail message to AAHESGIT@GWUVM.GWU.EDU

ACADV (academic advising discussion group) Send an e-mail message to ACADV@VM1.NODAK.EDU

Chronicle of Higher Education Send an e-mail message to CHRONICLE@MERIT.EDU

FINAID-L (financial aid administrators discussion group) Send an e-mail message to FINAID-L@PSUVM.PSU.EDU

WVUPFF-L (adult education/distance learning discussion group) Send an e-mail message to WVUPFF-L@WVNV.BITNET



SPOKANE CONFERENCE ROUNDUP

More PACRAOans made their way to Spokane to attend our annual conference, than any other conference in recent history — 641. Congratulations to all members of the Local Arrangements and Program Committees and the 1994 Executive Board, whose creativity, energy, enthusiasm and organizational skills built an exceptional conference. Here are a few reflections from "Along the Centennial Trail"

- A rapturous opening session Sunday evening with Marilyn Grey (educator, school psychologist, college faculty member, author of *It's All In Your Head*) laid the foundation for the conference by addressing "Laboring in Higher Education — Can Laughter Really Lighten the Load?" Her prescription for good mental and physical health called for at least fifteen good, hardy laughs during the day. All agreed we'd met our daily quota that night and many left with an uplifted spirit and profound thoughts to ponder.
- For five cents a question, PACRAOans could ask a FERPA question and get an answer from one of our FERPA doctors! The Peanuts cartoon style booth was located in the exhibit area and 151 questions were asked, resulting in \$7.55, which was donated to the Salvation Army. Volunteer FERPA doctors were Richard Backes (Washington State University), Melanie Bell (Gonzaga University), Virjean Edwards (University of Washington), John Finney (University of Puget Sound), Jim Quann (UC Santa Cruz), Bob Tufts (Portland State University), and Bonnie Wilcox (Arizona State University).
- Sweatshirt exchange was a roaring success. Within minutes of the opening session casually attired PACRAOans were tapping others on the shoulder (usually strangers) and trading college sweatshirts. A great way to meet new people.
- The Trenchcoats at the Davenport Hotel were the showcased event. Great combination of a cappella music, dance, and comedy.
- Monday's plenary session provided a lively discussion on the educational issues of the day as viewed from the private and public institutional perspective. Dannette Sullivan (Seattle University) expertly moderated the discussion between Dr. Jeff Baker, Commissioner of Higher Education of the State of Montana, Father William Sullivan, S.J., President of Seattle University, and the audience.
- A standing ovation was awarded at the Professional Issues Luncheon by the 200 attendees to Alene Moris (career/life planning consultant) in response to her message on transforming our future.

REFLECTIONS ON 1994

Past President Christine Kerlin

The success of our Spokane Conference this past November is widely acknowledged. Enjoying the largest attendance in recent PACRAO history, the Spokane conference posted several achievements: the introduction of Dr. FERPA to answer convoluted questions, the melding of roundtables and poster sessions for a lively interactive activity, sweatshirts at the headtable, and money for our coffers so we can support our other professional development efforts throughout the year.

The Spokane conference capped an important year for PACRAO. We enhanced our member directory, initiated new grants to members, produced regular and substantial newsletters, implemented a new diversity development advocacy program, created PACRAO-L, developed a resource guide, and re-aligned our budget process — just to name a few small items. This took many volunteer hours from many folks who have demanding jobs. If you ask me, this is what makes PACRAO something special. Sometimes it is easy to growl about our workload, but I think we probably enjoy what we do; we certainly devote a lot of care and attention to it. PACRAO is a shining example of that.

Thank you for the opportunity to have been your President. The new Executive Board looks terrific, and PACRAO is in good hands.

SUMMER SUCCESS SEMINARS — AACRAO

Award Winner and Opportunity For Your Involvement

Last June the PACRAO Executive Board submitted PACRAO's "Summer Success Seminars" as an exemplary program in state and regional activities. AACRAO recently notified us that our proposal is an award winner. The summer seminar concept will be showcased to all the other state and regional leaders at AACRAO's conference in April. Thanks are due to all those PACRAOans who have helped run the summer seminars over the years. You are a big part of the success story.

You, yes you, can become a part of PACRAO's award-winning Summer Success Seminars. The Executive Board is currently planning the sites, dates and topics for seminars this summer. Are you interested in coordinating a seminar? This is a great opportunity for newcomers and old-timers alike to gain notoriety and hard work. Please contact Christine Kerlin (address listed under Executive Board).

BECOME CONNECTED AT AACRAO 1995

Between April 15-19 many PACRAOans will be gathering in Indianapolis for the annual meeting of the American Association of Collegiate Registrars and Admission Officers. Are you planning to be in Indy? If so, here are two ways for you to "plug into" the activities:

- 1.: PACRAO and ARUCC (our Canadian colleagues) will gather for our regional reception at the Westin Hotel on Monday, April 17 from 6:30 to 8:30 p.m. This event will feature special Indianapolis-style hors d'ouvres. It's a wonderful way to connect with colleagues, so don't miss it!
- 2.: Help Wanted! The Publicity Committee needs help to promote AACRAO 1995 (when it will be hosted by PACRAO in Reno, Nevada) during our meeting in Indianapolis. If you would be willing to work at the Publicity Booth (e.g. pass our information on Reno and questionnaires) for a couple of hours, we'd like to hear from you. So far, 31 PACRAOans have volunteered — there's still room for you! Just let one of the following people know you're interested and we'll do the rest. Call us today!

Nora McLaughlin, Reed College
503-777-7774, nora@reed.edu

Skip Records, University of Nevada, Reno
702-784-6181

Bob Tufts, Portland State University
503-725-3444, bobr@adm.pdx.edu

Janet Ward, Seattle Pacific University
206-281-2701, j_ward@spu.edu

Official programs complete with registration, housing, and tours forms were mailed to all current AACRAO members in mid-January. The program (not including the forms) is on the AACRAO Gopher. AACRAO requests that the registration form in the official program be used when registering for the meeting.

FERPA '95: MINIMIZING YOUR RISKS! WORKSHOPS HELD IN PACRAO REGION

FERPA half-day workshops, sponsored by AACRAO, will be held at University of Nevada, Las Vegas on March 7 and at Gonzaga University, Spokane, Washington on March 8. LeRoy Rooker, director of the Family Policy Compliance Office at the U.S. Department of Education is the presenter on the latest information and strategies on working within FERPA guidelines. The workshop also includes a "refresher course" and

update of FERPA, along with a model for implementation. These workshops provide more in-depth coverage of FERPA than is offered by AACRAO annual meeting sessions.

Fee: \$45 for members; \$35 for additional registrants from the same institutions registering at the same time; \$60 for nonmembers; \$50 for additional nonmember registrants registering at the same time.

Time: Workshops run from 1:00 p.m. to 4:30 p.m.

Deadline: Registration is on a first-come first-served basis. On-site registration will be accepted, but space cannot be guaranteed.

Registration: Registration is through AACRAO; call (202) 293-9161 for registration information or contact Melanie Bell at Gonzaga University (509) 328-4220, Ext 6107 or Jeff Halverson at UNLV (702) 895-3682.

LOCAL CASE CONFERENCE FEATURES ADMISSIONS FOCUS

On Saturday, February 25, 1995, the CASE District VIII Conference in Seattle will hold a workshop for admissions and publications personnel regarding admissions recruitment communications. Leading the session is Robert Sevier, vice president of marketing and research for Stamats Communications, an Iowa-based admissions consulting firm. Sevier, who has received numerous "speakers" awards from CASE, will focus on the role communications and public relations activities play in the enrollment management process.

Cost for the three-hour workshop is \$75. Admissions officers interested in attending may call (206) 281-2325 or fax (206) 281-2662 for further information. The full CASE Conference runs February 25-28 at the Seattle Westin Hotel.

MEMBERSHIP AND DIRECTORY INFORMATION

The PACRAO Directory for 1994-95 has been distributed. If there are additions, deletions or corrections which need to be made, please contact PACRAO's Vice-President for Two-Year Institutions, Cecilia Rodriguez. Be sure we have your FAX and e-mail address. Remember, to be listed in the Directory, your institution needs to be a member of PACRAO. If you have membership questions, Cecilia Rodriguez is the place to start (address listed under the section, PACRAO Executive Board 1995).

PACRAO EXECUTIVE BOARD 1995

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PACRAO

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