PROGRAM REVIEW OUTLINE – 5 YEAR

1. Executive Summary
   a. Essential functions of department
      Admissions
      • Processing all inbound enrollment paperwork (Ex. transcripts, placement testing, any/all additional forms)
      • To process student requests in timely manner (Ex. transcript requests, change of contact info/address, etc.)
      • Update students profiles (personal information)
      • Scan/upload all documents to student files in Target X and PeopleSoft
      • Notify/inform student of any discrepancies (Ex. missing documentation and/or approaching deadlines)
      Recruitment
      • Become “Face of CLC” in the local community (Ex. High Schools, community events, etc.)
      • Assist potential students with appropriate resources to make informed decisions regarding enrollment at CLC.
      • Inform/educate community about CLC’s resources (Ex. Personal enrichment/GED courses, testing for CDL licenses (truck driver’s)
      • Assist in placement testing for all high schools for placement at CLC if necessary
      • Liaison between high schools and CLC regarding resources or benefits to their student’s and members of the community.
      • Document every interaction in CRM

   b. Furtherance of college’s strategic goals
      • Work on individual basis with students to get their story and build a plan in relation to their education goals.
      • Built partnerships with WDPI department and Career and Job Placement department to strengthen relationships with external partnerships and organizations.
      • Strive to have diverse team of staff as well as hiring diverse student worker population which is primarily student facing.
      • All departments have set the same standard which is to provide a level of excellence through customer service when working with the student population.

   c. Summary of significant initiatives for next 5 years
      Admissions
      • Improved level of customer service and adapted “Proactive” vs. “Reactive” model.
      • Incorporated Key Progress Indicators (KPI’s) to assess more clearly the level of service we are providing (Ex. CRM, logging phone calls, Cisco phones)
• Improved cross-training overall
• Implement student experience (WOSC – Welcome One Stop Center)
• Implemented new caseload management (Ex. Success Teams – see process below)

**Success Teams Process**

- Recruiter makes initial contact with potential student
- Recruiter get the “student’s story” to determine best specific education plan with student
- Assist students with application placement test and FAFSA application
- Student is then transferred to their own personal admissions representative
- The admission representative contacts the student and lets them know all necessary documentation is on file; or, will inform the student if there is still documentation missing and how and where to acquire it.
- Representative informs the student of their next steps in the enrollment process.
- Student will also be informed of which Financial Aid Specialist is assigned to their Success Team so student can contact them with any questions or concerns.

**Recruitment**

- Recruiters now operate on a caseload management system (ex. implemented CRM “TargetX”)
- Transitioned to a more personalized presentation throughout high school’s based on specific needs/interests (ex. Honor’s program or remedial courses)
- Added structure by creating calendar reflecting full academic school year incorporating our proactive model for our outreach with the high schools.
- Increased enrollment via training recruiters and educating them on all areas of study at CLC
- Built relationships/partnerships with public relations department for a more unified front in messaging to students and local community

d. Anticipated changes (i.e. structure, personnel, equipment, services provided, resources and finances)

**Admissions**

- Implement CRM (TargetX)
- Decrease staff by X due to implementation of efficiency practices
- Provide higher level of customer service (ex. getting “student’s story” to create individual personal education plan for each student)
- Utilization of headsets for easier communication methods

**Recruitment**

- Implement CRM (TargetX)
- Increase staff by X (due to restructuring of department and adapting a caseload management model)
• Purchase new equipment (i.e. iPads, laptops)
• Provide higher level of customer service (ex. getting “student’s story” to create individual personal education plan for each student
• Create additional leadership roles
• Utilization of headsets for easier communication methods
• Private conference room to meet with potential students “Wow” room

2. Departmental Description
   a. Essential purpose and functions of department.

   **Admissions**
   • Take in all official documentation (ex. transcripts, ACT scores, placement test scores, etc.)
   • Scan, link, upload and attach all documentation to student’s file
   • Make necessary changes to student’s file once received necessary paperwork (ex. change of address and/or residency)
   • Communicate to student that all necessary paperwork has been received and inform students of next step (ex. NSO, etc.)

   **Recruitment**
   • Be “Face of College” and main point of contact with all High Schools and local county/community
   • Assist any and all students with educational goals by creating a pathway that leads not only to enrollment but to graduation
   • Be responsible for delivering presentations that provide information on CLC’s resources and all CLC has to offer to students and the community
   • Be responsible for maintaining a database of students files and properly following up with students in a timely manner.
   • Conduct tours of CLC campus
   • Participate in other onsite events at CLC – providing exposure to the local community of CLC resources
   • Partner with Public Relations and Marketing Department to align our outreach goals with the enrollment calendar

   i. Functions of department in relation to the college’s mission, goals and objectives.

   Our mission in the Department of Recruitment and Admissions is twofold: to create pathways for our students from a diverse population to be admitted into a program as well as a sense of belonging within the CLC family. It enables a culture of innovation, excellence, and continuous improvement that supports and benefits our student population. The Department of Recruitment and Admissions is committed to the advancement of student learning through their success and completion of degree/certificate. Our staff works towards every student having access to higher education.
1. To evaluate data processing and procedures to ensure that information and services are available in a timely, accurate fashion
2. To enhance the operational effectiveness of the Office of Recruitment and Admissions
3. To recruit potential students and their parents through effective recruitment and marketing strategies by communication through electronic means, telecommunications, campus-based programs, and on-campus off-campus recruiting events
4. To increase the quality and quantity of students in the enrollment mix for all relevant subpopulations
5. Focus on personal relationships with schools, counselors, students and families and offer exceptional service through the admissions and enrollment processes
6. Focus on gathering and learning accurate and compelling key messages about current academic programs
7. Improve communication flow to prospects thru email campaigns as well as collect and analyze data more effectively through the use of our CRM tool
8. Enhance social media as recruitment tool and strengthen partnership with Marketing team
9. Improve and document strategic and tactical plans and office processes to ensure recruitment is cohesive and ‘sustainable’
10. Automate the system whenever possible – (provide the most comprehensive diagnostic and tracking tools as well as communication to the students and high schools (Naviance)
11. Encourage and engage campus community in enrollment effort in specific ways tied to the overall plan

ii. Supporting role played in other department’s fulfillment of strategic goals. 
   Public Relations & Marketing – Brand focus (visibility); consistent messaging; outreach
   Financial Aid – providing seamless process to assist students with enrollment process
   Cashiering & Business Office – Cross training in Welcome One Stop center (WOSC); assisting students in seamless enrollment process;
   Advising & Counseling – Cross training in Welcome One Stop Center (WOSC); assisting students in seamless enrollment process
   Academic Divisions – Assisting any and all students with unique situations that might prevent them from enrolling.
   Sports – Assisting any and all students with unique situations that are might prevent them from enrolling.
   WPD1 – Assisting any and all students with unique situations that might prevent them from enrolling.
   International Students - Assisting any and all students with unique situations that might prevent them from enrolling.
Veterans - Assisting any and all students with unique situations that might prevent them from enrolling.

Records – partner with department to confirm all necessary documents are in place and maintain that we are in compliance in every way; assisting any and all students with unique situations that might prevent them from enrolling.

Lake Shore Campus – Represent campuses and staff for all admissions and recruitment purposes.

South Lake Campus - Represent campuses and staff for all admissions and recruitment purposes.

iii. Supporting role in fulfilling other requirements (statutory, fiscal, safety, etc.).
Does not apply to Admissions and Recruitment

b. Discuss department activities related to student learning and success.

Admissions

• Inform students of next steps to complete enrollment process
• Educate students regarding student center, navigating website, answering any and all questions students may have regarding classes or programs

Recruitment

• Educate students on length of programs, program requirements, breaking down different pathways and providing requirements of pre-requisites.
• Inform students on the basics of blackboard platform and CLC website
• Educate students on steps to becoming successful students
• Inform students of all resources CLC has to offer based on individual student needs
• Assigned a designated conference room for recruiters to meet with potential students and their families to discuss educational goals.
• Personalize approach informing parents of students any and all resources available to them
• Discuss CLC Promise Program and Guaranteed Admissions (Pathway)

3. Infrastructure and resources

a. Organization and leadership

i. Personnel by role, number and special skills/certifications required. Skill sets needed for next 5 years.

• Director of Admissions and Recruitment (1)
  Job Summary: Under the supervision of the Dean, Enrollment Services, the Director, Enrollment Services is responsible for the overall successful operation of student admissions, student recruitment, Welcome One Stop Center, and outreach functions to meet college admission and enrollment objectives.

• Sr. Administrative Assistant (1)
  Job Summary: Under the administrative supervision of the Director of Admissions and Recruitment, the Senior Administrative Assistant provides secretarial and administrative assistance for both Enrollment Services and
Admissions and provides work leadership to other clerical staff, and exercises discretion in the handling of confidential matters.

- **Recruitment Specialist (4)**
  Job Summary: This position is responsible for developing, implementing and analyzing comprehensive recruitment strategies to increase enrollment of new students at the College of Lake County. The position also initiates academic coaching, disseminates current information about academic programs, and support services to students who are new to CLC. In addition to traditional recruitment responsibilities, assignments include a special emphasis on specific populations of students. A successful candidate will be detail oriented, work well autonomously, have strong communication skills, collaborate with internal departments, and represent the college in various committees with in CLC and communities throughout Lake County.

- **Admissions Representative (5)**
  Job Summary: Under the supervision of the Assistant Director, the Admissions Representative provides information to prospective students about admission related policies, procedures, and services. In addition, the Admissions Representative provides support to current and prospective students by assisting in registration and the maintenance of various types of student records.

- **Enrollment Services Generalist (14)**
  Under general direction of the Director of Admissions; provides up to date, accurate information and assistance to students, staff, and community. Deliver comprehensive general information regarding all aspects of college procedures, programs and services that pertain to the enrollment process. Responsible for registration of students in courses according to established guidelines which may require some judgment in the application of policies and procedures. Provide excellent customer service.

- **Welcome One Stop Center Ambassador (Student Workers) (3)**
  Assistance to Welcome One Stop Center – conduct campus tours, provide students and parents with information on: campus hours, and their financial aid application, Open House and College Night events, locating their information on the student website (mystudentcenter).

- **Enrollment Services Ambassador (Student Worker) (2)**
  Assistance to Welcome One Stop Center – conduct campus tours, provide students and parents with information on: campus hours, their financial aid application, Open House and College Night events and high school visits

- **Call Center Assistant (Student Worker) (6)**
  Interact by phone with current, former and prospective students to follow up on interest in CLC or to provide reminders of important college deadlines, processes, events or to collect information or conduct follow-up calls. Deliver prepared informational scripts to students to inform them of important college
business activities such as registration or payment deadlines. Respond to questions and take students thru the enrollment process.

ii. Department Organizational Chart
b. Comparison of department to peer colleges (if applicable)
   i. Compare the department infrastructure to a similar department at a peer institution.
   
   The department structures of COD and Harper College (see organizational charts
   (Attachments A & B) have multiple personnel in leadership roles to support their staff. In our reporting structure we have more personnel then both peer institutions and only 1 person in a leadership role supporting the entire department. The Welcome and One Stop department handles cash with multiple daily cash drops per employee that requires someone in a leadership role to open our secure safe location and deposit cash into a safe.

   In addition, the Welcome and One Stop encounters a high volume of students and in some situations issues can be escalated rather quickly which would benefit from having someone in a leadership role to address those issues/concerns immediately.

   Having such a high volume of employees under one leader is a disadvantage to all staff. The staff will not be given the proper amount of coaching and ongoing training due to daily operational issues which make it difficult to spend time coaching and developing all staff to operate at the highest operational level.

Harper College

- One Director of Admissions (reports to VP of Student Affairs who reports to President of College)
  Admissions
  - Adult Segment
  - First time in college
  - 1 Health Care program staff
- Pre app and post app work two separate groups for recruiters
  - 6 Admission Representatives
  - 1 Operations Manager (for reporting and organizing events)
  - 1 Recruiting Assistant (P/T)
- Tracks yield rates, overall NDE- goal is to get everyone through the funnel and enrolled
- 6 Recruiters (pre- and –post)
- Welcome and One Stop (handles FA, business office and records only)
  - Managed by separate person, Paula Handly
    - 5 staff (F/T)
    - 2 staff Advocates (P/T)
    - 6 Student Aides (P/T) - Does not handle any Admissions in this department.
- 1 Center for New Students and Orientation (in enrollment services) New Student Specialist.
- Harper does not utilize a CRM system.
College of Lake County
- One Director of Admissions and Recruitment (reports to Dean of Enrollment Services who reports to Associate VP of Student Development who reports to President of College)
- Department consists of 39 additional staff:
  - 4 Recruiters (F/T)
  - 5 Admission Reps (F/T)
  - 1 Sr. Administrative Assistant (F/T)
  - 14 Generalists (Welcome One Stop Center “WOSC”)
    - 4 F/T; 9 P/T; 1 open P/T position
  - 2 Inbound Call Center Staff (F/T)
  - 14 Student Workers (P/T)
    - Outbound Call Center (6)
    - Student Ambassadors (3)
    - Welcome One Stop Center Ambassador (2)
    - Admission Student Workers (2)

College of DuPage
- One Director of Admissions (reports to VP of Student Affairs who reports to President of College)
- Department consists of:
  - 17 total Admissions staff
    - 16 F/T; 1 P/T
  - 7 Recruiters
    - High School (3)
    - Adult Admission Reps (2)
    - 32 High Schools total in district
  - 1 Manager (Welcome One Stop Center (WOSC);
    - 4 staff
  - Student Workers (6)
- Utilizes “Recruit” CRM since 2012. Does not like it; costly for upgrades. Better suited for a 4 year model. She is currently interested in “Slate” CRM

c. Communication
i. Authority to communicate on behalf of the department within department, across departments and personnel at the college, or with students (where appropriate.)
Current hierarchy moving up (Jason Sarna, Director of Admissions and Recruitment; Patrick Peyer, Dean of Enrollment Services; Karen Hlavin, Associate VP of Student Development; Richard Haney, Provost Educational Affairs; Dr. Jerry Weber, President)
Current hierarchy moving down – currently no other leadership is in place with a staff totaling at present 39 individuals.
ii. Succession Plan
   Currently evaluating leadership structure with plans to insert additional leadership
   which will support succession planning.

d. Decision-making process for the department regarding policies and procedures.
   Breakdown, front line, admissions and recruitment process maps

Welcome One Stop Center (WOSC)
   • Students wait in line to ask for assistance with admissions, financial aid, advising
     and counseling, recruitment and records issues.
   • Generalists attempt to assist student and address questions and concerns
     o If successful, student leaves satisfied
     o If unsuccessful, generalist may reach out to additional department or
       resources for assistance
       ▪ If successful, student leaves satisfied
       ▪ If unsuccessful, generalist reaches out to Director of Admissions
         and Recruitment (Jason Sarna) for assistance
   • Director attempts to resolve question or concern for
     student
     o If successful, student leaves satisfied
     o If unsuccessful, Director reaches out to Dean of
       Enrollment Services (Patrick Peyer.)
       ▪ If successful, student leaves satisfied
       ▪ If unsuccessful, Dean reaches out to
         Associate VP of Student Development
         (Karen Hlavin)
Admissions

- Admissions Rep attempts to process student request
  - If successful student process is complete
  - If unsuccessful Rep may reach out to other departments or resources for assistance
    - If successful, student leaves satisfied
    - If unsuccessful, Rep reaches out to Director of Admissions and Recruitment (Jason Sarna) for assistance
• Director attempts to resolve question or concern for student
  o If successful, student leaves satisfied
  o If unsuccessful, Director reaches out to Dean of Enrollment Services (Patrick Peyer.)
    ▪ If successful, student leaves satisfied
    ▪ If unsuccessful, Dean reaches out to Associate VP of Student Development (Karen Hlavin)
Student has a request

1. Attempts to process students request

2. Resolved
   Yes → 2a. Stop
   No →

3. Front Line Staff reaches out to another dept.

3a. Call or IM appropriate dept.

4. Resolved
   Yes → 4a. Stop
   No →

5. Refer to Director of Admissions and Recruitment (Call or Email)

6. Director attempts to resolve

7. Resolved
   Yes → 7a. Stop
   No →

8. Consult with Dean of Enrollment Services

9. Resolved
   Yes → 9a. Stop
   No →

10. Dean reaches out to AVP of Student Development for final Resolution

Admissions
September 28, 2016
Recruitment

- Recruiter gathers “student’s story” and applies relevant CLC information to build a specific plan with student leading to enrollment
  - If successful, student on pathway to enrollment
  - If unsuccessful, recruiter reaches out to Director of Admissions and Recruitment (Jason Sarna) for assistance

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**Recruitment**

September 28, 2016

1. Apply info and make plan for the student, leading to enrollment

2. Resolved

   - Yes → 2a. Stop
   - No

3. Reach out to Director of Admissions and Recruitment for assistance

   - Yes → 3a. Stop

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e. Resources

i. Description of essential equipment, space and technology (located in B115) See floor plan below
   5 admission representatives (5 computers/5 monitors/5 keyboards/5 mouse/5 phones/5 headsets)
   4 recruiters (4 desktops/8 monitors/4 keyboards/4 mouse/8 iPads/1 projector/3 laptops
Department as a whole – one college copier/
WOSC (11 computers/11 monitors/11 keyboards/11 mouse/11 phones/3 scanner
printers)
Outbound Call Center (2 computers/2 monitors/2 phones/2 keyboards/2 mouse)
Inbound Call Center (2/computers/2 monitors/2 phones/2 keyboards/ 2 mouse)
Director's office (1 laptop/ 1 monitor/ 1 keyboard/ 1 mouse/1 phone/1 printer)
Sr. Administrative Assistant's office (1 computer/1 monitor/1 phone/1 adding
machine/1 printer)
Technology: SarsGrid; TargetX CRM; All Microsoft Office Suite; PeopleSoft; Student
Portal; Image Now; Live25; Skype; Blackboard; CLC website and intranet.
4. Quality
   a. Standards of Performance

Quality measures used by the department. For the most part most things were not
tracked at all for the entire department prior to this year. If there was anything tracked
it was primarily done through excel spreadsheets which has its limits. We did track
applications taken, however that data was skewed because high schools use our
application as a practice application.
Some things we have begun tracking are:

- Inbound phone calls. We look at the amount of inbound calls taken in daily, the
  amount of calls that were missed, and the amount of time the staff are available to
take calls. The goal is for every staff member to be available to take inbound calls
anytime they are in their cube working so we can assist any and all students calling in.
We measure the amount of missed calls and have the expectation that missed
calls do not occur since that would be a missed opportunity to assist someone and
we have the goal of assisting every student that calls in.

- Outbound calls. We measure outbound calls to see how much outreach we are able
to do on a daily, weekly, monthly basis. The goal is to get voice to voice with as
many people as we possibly can and assist those potential students with building a
specific plan that should lead to them enrolling into classes. We have an outbound
call center that we do this with as well. We track all the outcomes from the call
center and make adjustments based on those outcomes.

- In our new CRM TargetX system we are able to track so much more than we were
able to track in the past. Some of the things that we track and monitor are the
amount of students in different enrollment statuses, calls being made, emails being
sent, tasks being created and met, amount of overdue tasks, notes being entered on
students files, last time students have been contacted. By having this system in
place we are able to accurately forecast what future enrollment will look like. We
can measure how efficient each recruiter is in managing their business and coach to
those areas of opportunity that appear in these reports. We are able to create very
specific email campaigns and track how many of those emails have been read and
responded to. By having this data we can make adjustments to campaigns that do
not have a high open rate. This system has created the opportunity to create an
enrollment funnel where we can clearly see where our bottlenecks are and how
successful we are with each part of the enrollment process. By having an enrollment
funnel we can make data driven decisions on where we need to make adjustments
to our business model. This system allows us the opportunity to have call or contact
strategies that can be very different depending upon what enrollment status each
student is in. For example, some statuses require a follow up call within 24 hours of
being moved to a certain status, where other statuses require a follow up call to be
made only twice a year. This allows our recruiters to operate in a caseload
management system and manage a very high volume of students successfully.

- Professional, industrial guidelines (best practices).
  Staying current with national and regional collegiate regulations; (ex. FERPA, HIPPA,
etc.)
• Quality assessment procedures and documentation
  • To date, evaluated feedback is provided to reps in regards to less desirable behaviors that Director of Admissions and Recruitment has observed.
  • Action items are discussed with admission reps and recruiters of what to implement to produce more desirable outcomes (ex. being available to receive more inbound calls making themselves more available thereby missing fewer calls.
  • Conversations for both departments (Admissions and Recruitment) can now be documented in new CRM system (TargetX) as well as who made calls and time they are made.
  • Audits conducted daily. Feedback provided to recruiters and admission reps to produce more desirable behaviors.
  • On floor presence provides real time coaching of those conversations as relates to tone/correct information and timely responses.
  • Monthly 1:1 review meetings with admissions representatives and recruiters to access overall performance, discuss strengths and weaknesses and define action items moving forward. Documentation created via word documents generated for each staff member.
  • Customer service is major focus for our department with trainings conducted to encourage ideal customer service when interacting with students; emphasis is not on “what” is said but “how” it is said. Additional focus on tone, body language (when appropriate) and shift in mindset to be more solutions-oriented.
  • Utilize PeopleSoft to run queries on a regular basis to ensure paperwork is being processed in a timely and efficient manner. Works closely with Records department to ensure all student’s personal information is documented correctly and follows FERPA guidelines and standards.
  • 7:30 am to 7:30 pm customer service hours of operation
b. Process improvements since last program review
  • Reduction of silos within Admissions Department
  • Admissions Representatives have reduced potential enrollment barriers for students
  • Can handle any and all functions within departments based on cross training
  • Creation of Success teams consisting of Admissions Reps/Financial Aid Specialists/Recruiters
i. Describe actions taken to address suggested improvements
  • Cross Training Success Teams
  • Welcome One Stop Center (WOSC)
  • CRM Process improvement for more complete and efficient tracking of all student documentation.
  • Monitoring calls utilizing CISCO phone systems to provide feedback with staff on behaviors
  • Solutions-driven mindset model switching to “Proactive” from “Reactive.”
- Track student enrollment cycle more accurately and efficiently – ability to pinpoint student’s records which are missing items and proactively reach out to them with assistance.

5. Cost-effectiveness
   a. Expenditures (revenues) of the department

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End of Report
b. Comparison of expenditures, cost-effectiveness activities with peer institutions
   Attempted contacting College Of DuPage and Harper but we were unable to obtain their information.

c. Cost saving steps taken since previous review
   - Eliminated unnecessary spending on ads to local high school booster programs
   - Went electronic with inquiry form to reduce data entry and paper duplication of efforts.
   - Built relationship/partnership with PR & Marketing departments to operate as a single unit and improve efficiency of what and when to send out marketing pieces saving us time and money
   - Purchased TargetX CRM system which assists in eliminating most duplication of data entry and unnecessary printing of call campaign sheets/results.
   - Eliminate 90% of overtime costs by adopting a flex-schedule for staff.
   - Reduction in unnecessary mailings; utilizing social media sources for marketing
   - Consolidated three departments front line staff into Welcome One Stop Center (WOSC)
   - Refined process for purchasing office supplies to minimize duplication

6. Planning
   a. Plans for the short and long term. (Relation to the College’s Strategic Plan)
      - Open Welcome One Stop Center (Staff of 14 full and part time Generalists)
      - Hire on student workers to support staff for admissions (staff of 2) and Recruitment (staff of 3) and WOSC (staff of 4)
      - Consolidate different department into one to create better and more efficient level of service to students
      - Success Teams created to work in tangent with students to ensure pathway success to enrollment and then graduation (Admissions, Recruitment and Financial Aid combined)
      - Long term – call recording (Cisco Phone System) for coaching purposes
      - Restructure admissions to smaller staff size of four
      - Increase recruitment staff size to 5
      - Have Outbound Call Center operating 7:30 – 7:30
      - Update technology to become more efficient
      - Strengthen skill sets in all departments to better serve students.
   b. Structural changes in the department
      - Create Success Team Lead Recruiter position – responsibilities would include: hiring and training student workers and managing their schedules; maintaining CRM updates on a weekly basis; creating and generating new email campaigns; conduct system profile updates as needed.
      - Create Welcome One Stop Center Manager position – responsibilities would include: provide the necessary leadership for the Welcome One Stop Center (7:30am-7:30pm); manage cash flow in safe; ensure level of excellence in
customer service is being delivered in every interaction provided at our Welcome One Stop Center.

c. Resource needs for department
   - Purchase Cisco Phone System (Recorded calls)
   - Updated Online Application process
   - Headsets for all phones
   - Update technology to stay current with local community
   - Website enhancements to provide students with flawless access to department forms and timelines. (ex. purchase Naviance Technology Solutions Program)

d. Personnel needs for department
   - Add two F/T Recruitment Specialist positions
   - Add one Generalist/Lead F/T position to WOSC
   - Add Back of House Manager of student workers (additional tasks assigned)

e. External factors affecting long-range plans
   - Financial conditions within the State of Illinois in the reduction of promised funding to CLC that was not delivered.
   - Shrinking enrollment in Lake County High Schools due to smaller class sizes and lack of economic growth in the county.

7. Summary/memo – Add dates of implementation
   a. Summary of changes since the last program review
      - Reduction of silos within admissions (Jan 2016)
      - Admission Representatives have reduced potential enrollment barriers for students (Jan 2016)
      - Can handle any and all functions within departments based on cross training
        - Cross training of the following functions into one role known as “Generalist” (Jul 2016)
          - Financial Aid
          - Admissions
          - Advising
          - Records
          - Recruiting
          - Cashiering
      - Creation of Success Teams consisting of Admission Representatives/Financial Aid Specialists/Recruiters (Mar 2016)
      - One on One High School Counselor luncheons for more personal interaction (Fall 2015)
      - Partnership with PR/Marketing to segment out the county and create strategic marketing campaigns (Jul 2016)
      - Registration for campus tours online thru website registration (Mar 2016)
      - Assigned a designated conference room for recruiters to meet with potential students and their families to discuss educational goals (Aug 2016)
• Improved customer service via face-to-face meetings as well as via telephone (Mar 2016)
• Created Outbound Call Center staffed by student workers (Nov 2015)
• Created Inbound Call Center established for Generalists which involved cross training (Sep 2016)
• “Proactive” vs “Reactive” model of engagement with students (Oct 2015)
• “Solutions-driven” coaching provided to fully assist students and aid in reducing and removing any barriers from their college progress and success. (Dec 2015)
• New systems implemented such as SARS GRID, Skype and TargetX, Naviance (Jun 2016)
• Reduction in silos within Admissions Department. (ex. all staff now cross trained on all admissions functions required within department) (Dec 2015)
• Records and Admissions have been divided into two separate departments (2013)
• Developed relationships with WPDI and Career and Job Placement (Apr 2016)
• Utilize student workers to assist and mentor other students that come to the Welcome and One Stop Center (WOSC) with issues needing to be resolved. (Aug 2016)
• Structured campus tours to become more personalized and improved communication within the college (May 2016)
• Created monthly one-on-one sessions for all staff and semester reviews for all student workers. (Oct 2015)

b. Summary of significant progress since previous review.
• TargetX - now able to track student’s entire enrollment cycle; time stamp and improved documentation of notes from student encounters are now logged in TargetX system.
• TargetX - new reporting features that quickly captures different segments of students to target such as total students interesting in the CLC Promise Program or Guaranteed Transfer Admissions Program.
• Reports now run daily on inbound phone calls, tracking data based on amount of time staff are available to receive calls and the amount of missed calls per staff member.
• Employees are given monthly updates on their overall performance and action items for progress toward new areas of opportunity.
• Outbound Call Center created with specific calling campaigns designed to reach out to potential students and assist them with enrollment.
• Ability to track data on campus tours to include amount of no shows, what high school potential CLC students are attending, and what their educational interests are. Courtesy calls are made ahead of time to remind people of their tours and collect information so personalized tours can be delivered.
Recruiters are utilizing on a caseload management system. Specific strengths and weaknesses can now be documented and tracked and specific coaching can be offered to those that need assistance or improvement.

Recognition program has been installed by Director of Admissions and Recruitment for all staff to express appreciation for their hard work and highlight when they are going above and beyond.

Recruiters are now organized and map out the entire school year with each of their high schools and have specific events pre-planned which are scheduled for 8 months out of the year. At a minimum 8 visits per year; usually more depending on the high school.

Dispensed with information tables at the local high schools. New presentations were created that are more personal to the students and are now delivered in the classrooms.

We converted paper forms to an electronic based query form. Students no longer fill out a paper inquiry form. They now fill out an electronic query form that uploads directly into TargetX and a lead is created as well as a reduction in data entry.

An increased focus on school identity and school pride. Staff currently wear CLC branded clothing every Friday and Welcome and One Stop Generalists have CLC uniform shirts for daily wear.

Partnership with PR and Marketing to reinvent ourselves and better brand the college. Example would be creation of new tablecloths with school colors and new school pennant to be utilized at all events (on-site and off-site).

Creation of new online platform for new “Connect Program” in which students have the capability of completing almost their entire degree online. Soft roll out occurred Fall 2016; hard roll out scheduled for Spring 2017.

Admissions staff now can address Financial Aid holds to better assist students that call in due to not being able to register for classes based on cross-training efforts.