

Administrative Applications Strategic Plan Project

April 30, 2001

The leadership efforts by the members of the Project Team and Steering Committee, and the enthusiastic participation of Central Office and campus staff have resulted in focus group "requirement definitions" that will allow us to proceed to the CUNY Councils (also listed below) on schedule.

At the various Councils, the requirements will be reviewed in detail, with every college having the opportunity to register their contributions and identify their unique needs and requirements. I urge active participation in this process from all accountable officials as it will be costly and time consuming to add requirements once an application is developed or procured.

TOPICS and GROUPS

STUDENT SERVICES

Academic Advising and Counseling, Admissions, Bursar, Career Counseling, Financial Aid, Recruitment, Registration , Reports, Testing/Counseling

HUMAN RESOURCES SERVICES

Benefits Administration, Diversity and Affirmative Action, Faculty/Teaching Workload/Utilization, Labor Relations, OSHA/EPA, Payroll, Performance Evaluation/Training & Development, Personnel Actions - Position Management Classification, Personnel Actions - Processing/Reporting, Personnel Actions - Recruitment, Time Keeping

FINANCIAL SERVICES

Accounting , Accounts Payable, Asset Management, Capital Budget, Cash Flow, Develop and Monitor Budget, Purchasing

OPERATIONS & SYSTEMS

CUNY, Colleges

APPLICATION DEVELOPMENT

Student, Financial Services, Human Resources

NETWORKS

DATA MANAGEMENT

Student, Financial Services, Human Resources

PLATFORMS

Student , Financial, Human Resources

COUNCILS

Financial Aid, Purchasing and Accounts Payable, Admissions, Student Affairs, Business Managers, Instructional Research, Fixed Asset, Registrar, Payroll Officers, Bursar, Personnel Officers, Testing, Benefits Officers, Affirmative Action, Property Management

Vice Chancellor Brabham, Dean Ribaldo, the AASP Steering Committee, and I invite all interested members of the CUNY Community to attend a three and a half hour presentation entitled "Best Practices in Student Administrative Services."

At the sessions, scheduled for Monday, May 14, from 1pm-4:30pm at BMCC, (and repeated on Tues. May 15 from 9:30am to 12:30pm at the Graduate Center), presentations will be made by senior officials from universities and colleges identified by our IBM consultants as sharing characteristics with CUNY, and who have implemented administrative solutions and practices in service to students and faculty, that many believe can serve as models of best practices in higher education.

While no one college or university has achieved recognition as providing optimal administrative services in all functional areas, the presenters scheduled have achieved significant progress in several very important areas that CUNY is focusing on as we plan for our new administrative applications.

As we craft administrative applications for Human Resources, Finance, and Student Systems, there is much that we can learn from the journeys of others, whether in values, priorities, foci, or in specific application developments.

The presentations are described at the end of this document.

We invite attendance from colleagues at all organizational levels, and from all administrative areas, with special encouragement to those engaged in providing or supporting student administrative services. We also invite participation from faculty, whose intimate knowledge of student needs must inform our ultimate choices with respect to future student systems. We will, of course, share all we learn with representatives of the University Student Senate and other students.

In furtherance of our goal of maximizing attendance, we request that the recipients of this missive share it with others directly via e-mail, and by posting it on your Cunywide collegial, or college and department listserves or websites, so as many interested faculty and staff as possible can, within the workload demands of individual departments and offices, attend one of the two sessions.

Thank you, and we look forward to seeing you at our Best Practices in Student Administrative Services presentation.

Ron Spalter

Jim Black
Associate Provost for Enrollment Services
University of North Carolina at Greensboro

Navigating Change in the New Millennium
Technology is not enough. The most significant breakthroughs in student services come as the result of changing the culture, not just implementing new technology. Managing complex change is both art and science. Organizational change includes changing mindsets, practices, workflow, habits, institutional responses that have calcified over time, job descriptions, organizational structure, employee incentives, learning opportunities, and much more. Technology provides a tool for change and can actually compel an organization to change. By harnessing technology and using it to rally people around a common cause, CUNY can dramatically enhance student services. This session will focus on how to successfully manage change at CUNY.

Darlene Burnett
Consultant
Best Practices in Student Services

Student Services for the 21st Century: Creating a Best Practice Model
Changing demographics, the advent of the Internet, and globalization, are driving trends in student services. The model for higher education, a model that has remained relatively stable for more than a century and that we have grown accustomed to, is being challenged and forced to adapt to this rapidly changing environment. As a result, dramatic changes are occurring in how we deliver student services to meet the requirements of today's learner. The traditional model for student services is organized by function, with each department focusing on a specific student service area. Self service and Web-based student services used to be considered options for institutions. Those that established such services considered them a competitive advantage in attracting prospective students. But today, students essentially require Web services from the institutions they attend.

Randy Ebeling
Assistant Vice President for Administrative Computing Services
University of Texas Austin at Austin

UTDirect - A Personalized, Customized Portal
Today is the age of the portal for delivering web-based services. The ideal portal is highly customizable, perfectly personalized, and contains easily accessible, real-time services. The University of Texas at Austin created UTDirect to serve these needs. There are currently approximately

100 services available in UTDirect. This presentation will include a demonstration of UTDirect, highlighting its "mass customization" features and some selected services.

Robert B. Kvavik
Professor and Associate Vice President and Executive Officer
University of Minnesota

E-business: Vision and Strategy for Colleges and Universities
E-business for colleges and universities is first and foremost about improving service to students, faculty, and staff. New e-business models promise to radically change the service culture of the University and greatly improve the efficiency and effectiveness of service delivery. Kvavik shows how e-business is far more about strategy and business redesign than technology. The Internet and Browser are tools that make e-business possible but new business strategies and models of service delivery are needed to make it successful and capture the imagination and loyalty of students, faculty, and staff. Illustrated are opportunities for, barriers to, measurable benefits, and expected outcomes of e-business implementations, focusing extensively on the area of student services.

V. Shelby Stanfield
Director of Student Information Systems for the Office of Admissions and the Office of the Registrar
University of Texas at Austin

From APPLYTEXAS.ORG through Degree Audit to Graduation; An overview of UT Austin's web-based admissions and student services.
Developed under contract by The University of Texas at Austin, APPLYTEXAS offers the world a means to apply for admission, electronically, to any of the 35 public higher teaching institutions in Texas. The site, based upon the specific admissions rules, policies, and procedures of each institution, delivered over 117,000 applications for admission for academic year 2000-2001. APPLYTEXAS.ORG is indicative of UT Austin's use of technology to push student services to the web. This presentation will also provide an overview of other innovative services which aid students through the admissions process through degree planning to graduation.

These presentations will take place on Monday, May 14 from 12:30 pm to 4:30 pm at BMCC (199 Chambers St.) in Theatre 2, and be repeated on Tuesday, May 15, from 9:30 am to 12:30pm at the Graduate Center (Elebash Recital Hall).