



MEMORANDUM

TO: R -- Director of Admissions

FROM: R -- Redacted, Main Campus Director

CC: R -- Regional Director of Operations
Redacted by Vice President of Operations
File

RE: Transfer to Admissions Representative Position

DATE: 10/15/09

The admissions team has continually missed its start goals over the last year. During your tenure as Director of Admissions, there has been insufficient improvement and productivity by the admissions team. Most recently, the goal for the September class start was 115 (quality enrolls after two weeks). The actual number was 112. In addition, in the two full weeks since your Reminder II, the representatives (excluding your number) have averaged less than 50 calls per day.

R --, it is readily apparent that your strengths as an admissions representative did not translate to the Director of Admissions position. Your performance is the result of larger, management related concerns: Specifically, insufficient training and monitoring of representatives, failure to provide timely and correct distribution of reports, and overall not taking responsibility for, and ensuring the successful performance of the department.

Effective immediately, you are being demoted to Admissions Representative. There will be no change in your pay rate however; you are advised not to work more than 40 hours per week without written permission from R --. You are expected to perform at a high level, given your experience and pay level. You will not receive a salary review until January 2010.

I acknowledge that this document has been shared and discussed with me.

R -- Redacted by HELP
Committee

10-15-09

Employee Signature
R -- Redacted by HELP
Committee

Date

Manager's Signature

10/15/09

Date

On November 13, 2008 I had a discussion with R -- in regards to training the Admissions team. The discussion included listening to Z-trac calls and sitting in interviews, I provided a detail copy of what to listen for and how to grade the Reps, on success. We also discussed the need to sit in on Rep interviews and ensure that training was taking place.

On November 25, 2008 R -- Redacted by a new admissions coordinator came to me with concerns in the department. She expressed concerns with the lack of support from her R -- . I spent two hours training both R -- Redacted by and R -- Redacted by . Upon completion I immediately went to speak with R -- and ask if she had been sitting in with the Reps for interviews, which I had requested on 2 other occasions, she replied no. I then told R -- that she was to sit in with a Rep, per week and turn in results to me weekly. R -- has sat in with R -- a couple of times, but has yet to give her guidance on anything to assist in training.

On December 8th I gave R -- a verbal warning concerning my concerns with the admissions department, due to the lack of progress and lack of continuity in the admissions department. I revised her job duties in order to insure the start number could be achieved, as she complained that running the department was difficult with enrolling. I explained to her that we would continue to work together to insure a smooth running admissions department.

On December 30th I asked R -- if the orientation letters had been sent. R -- replied she was not sure, I expressed concern and asked her to call R -- Redacted our front desk person to be certain. R -- stayed late and called and text students to see if they would show. Orientation letters were never sent out; therefore we are unsure if every student will be here tomorrow, as orientation is July 2, 2008. It is customary that letters be sent out 2 weeks in advance, this was indicated to R -- our last start.

On December 29, 2008 I text message R -- to insure she was following up with R -- R -- starts to make sure equipment was sent out and that they were good to start school. On January 2nd in our huddle R -- stated that she had only followed up with one student (which had a payment issue that I asked about) which puts us in jeopardy of losing 12 starts.

These are all incidents within the last month or so. I am consistently having to double check every thing in admissions. December 8, 2008 we had a serious conversation on the admissions department were I laid everything out. Things have only gotten worse within the department. The admissions team has expressed a lack of leadership and commitment on R -- part.

Let me know if you have any questions.

Thanks,

R -- Redacted by HELP
Committee

Campus Director

Court Reporting Institute of Houston
R -- Redacted by HELP Committee

1/5/2009

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