



AY 2007 – 2008
Program Review

Administrative Office
Technology



- In addition to job openings, there are continuous requests for students interested in paid internships.
- Employers are willing to accommodate class schedules if students will come to work now.
- There are continual advertisements in the region for employees with the skills offered through the Administrative Office Technology Program.
- The recent rapid expansion of businesses throughout our service area has placed additional stress on the office administration skills provided through this program. Additionally, our increased populations have created an increased need in both federal and state government administrative agencies as well as many other social and service industries. The short term and long term projections for continued development of the region indicate that there will be an increasing demand for the skill sets provided through this program
- Our program is successful for the students because we teach contextually in an environment that offers extensive hands-on content-rich course work. Our graduates have worked with faculty that have extensive and varied business experience and the students work in real-world environments created by that faculty.
- We are scheduled to give a presentation to the Grand Junction Chamber of Commerce in October, to promote our program and inform local businesses of the opportunity for them provide employment internships as well as permanent positions for our students.

D. Summaries of Resources

i.) Unique Characteristics of the Program

The focus of this program is on the training of individuals to meet the skilled needs of area businesses. The unique aspect of this focus is that the program attempts to provide students with a broad set of skills to meet the needs of the small businesses that represent most of the business needs in our service area. Office administration employees commonly need to fill multiple roles within the organization. Companies in our service area often have less than 50 employees and expect workers to be trained in multiple skill sets. Additionally, with our business world becoming increasingly virtual, students are also trained to work on a virtual basis.

Administrative Office Technology includes multiple emphases that present a unique set of challenges and synergy as well as opportunities for students to either generalize or specialize in a specific area. The challenge is to prioritize the resources to meet business demands for competent workers while maintaining the academically rigorous basic skills required of multiple diverse employers. As technology advances at such a rapid pace, our program needs to keep abreast of these advances and ensure that our students are keeping up as well. This is accomplished by working collectively with our business advisory committee on a regular ongoing basis.

Students have the opportunity to become student chapter members of the International Association of Administrative Professionals, Bookcliff (Grand Junction) Chapter. Membership dues are greatly reduced for students and they are given the opportunity to

become active members of a professional organization. This year we are hosting the annual division meeting and students will gain excellent experience in planning and coordinating a two-day educational event that expects approximately 300 attendees.

ii.) Faculty

The faculty in the Administrative Office Technology Program includes one full-time assistant technical professor and three adjunct instructors.

Alane Wooster, Assistant Technical Professor, has many years of office administration experience within a diverse amount of business disciplines combined with six years of teaching experience. Alane holds an Associate of Applied Science Degree in Office Administration in addition to a Bachelor of Science in Organizational Management. She is currently working on her Master of Business Administration.

Juanita Cosslett, part-time instructor, has two years of teaching experience combined with more than 20 years of experience working in office administration under the disciplines of engineering, manufacturing, legal, medical, and state service agencies. She also holds her Certified Professional Secretary rating from the International Association of Administrative Professionals.

Karen Sturgill, part-time instructor, has two years of teaching experience combined with over 20 years of experience in accounting department for large and small companies. She is experienced with commercial and proprietary computer software and hardware. She is a certified network administrator, with a strong emphasis on end-user support.

Glenda Bell holds an Associate of Science Degree in Nursing combined with more than 20 years of nursing work experience.

All instructors of the program hold a current Colorado State Vocational Teaching Credential.

iii.) Physical Facilities

The facilities for the program are adequate for current and foreseeable enrollment needs. There are issues with the rooms being too cold to accommodate conducive learning environments. These problems are currently being addressed.

iv.) Instructional Equipment

The instructional equipment available in the Administrative Office Technology Program meets the minimum expectations for the delivery of relevant instruction. Updated software programs are always available through the Mesa State computer network licensing program; however, the hardware is seven years old and desperately needs to be updated. Especially with the new version of Microsoft Vista that was released on the market in 2007. It would also be beneficial if the projection screens located in the

classrooms could be larger. Students sitting in the back of the room must squint their eyes in order to see the information being projected.

v.) Library

Library support is adequate and provides good reference materials to support the core competencies. Additional library resources have been purchased annually and will continue to be added when identified. The WCCC campus has dedicated student computers to supplement and augment class/ library support

E. Effectiveness

i.) Accreditations

We are a testing site for the International Association of Administrative Professionals Certified Professional Secretary and Certified Administrative Professional ratings.

We would like to become a Microsoft Office Software certification site; however, testing center accommodations are not sufficient to receive testing site approval.

ii.) Changes since last program review

This is the first year of review for the Administrative Office Technology Program. No data to compare.

iii.) Assessment of student activities;

Assessment of student academic achievements within the program includes the assessment process of Mesa State College. The department also keeps CCCS assessment records on completers, surveys, and certifications.

F. Strengths Identified by the Review

- i. The strengths identified by our internal review include strong support from our business advisory council and participation of businesses with internships, and guest lectures. Additionally, the program is enhanced by the quality and commitment of the faculty in scholarship, advising, service and professional development. The student's evaluations attest to the quality of education they are receiving.

The recruiting and marketing efforts made during the 2006-2007 school year have resulted in increased enrollment for the current year. There were no major advertising or other expensive activities involved with this effort. It was simply the consistent effort of the lead instructor to attend community and school activities that provided an opportunity to promote the program and visit with prospective students. This effort will be continued.

G. Areas Needing Strengthening Identified by the Review

The major area needing strengthening is the enrollments and graduation rates. We know that there is a pool of qualified students in our service area and we need to continue the recruiting plan that was implemented during the past year . There is also competition from other colleges and technical schools in the area that advertise heavily. Even though, their programs are more specialized and more expensive, they have a strong marketing component that attracts the type of student we need.

H. Vision

The program will be reviewed annually to make adjustments to the changing needs of our service area. There is a need for more flexibility in the delivery of instruction and we expect to develop options that will meet the need for short term instruction in a variety of administrative tasks.

Appendix A

Program Statistics

1. Introduction

2. Methodology

Table 1. Administrative Office Technology Degrees Awarded by Major Code, Academic Years 2002 - 2006
Mesa State College

Level	Major Code	Program Name	Degree Attainment				
			2002	2003	2004	2005	2006
Certificate	1356	Adm Office Tech-Gen Office Administration	0	0	0	0	1
	A.A.S.						
	1151	Accounting Technician	4	1	0	0	0
	1153	Administrative Secretary	2	0	0	0	1
	1155	Legal Secretary	1	2	0	0	0
	1157	Medical Secretary	3	1	0	0	0
	1353	Adm Office Tech-Adm Secretary	0	1	1	5	3
	1354	Adm Office Tech-Accing Tech	0	0	2	2	1
	1355	Adm Office Tech-Legal Secretary	0	1	2	4	3
	1357	Adm Office Tech-Medical Secretary	0	0	0	3	2
	TOTAL		10	6	5	14	11

Table 2. Majors in Administrative Office Technology

Adm Office Technology		2004-2005					2005-2006					2006-2007				
		Majr1	Majr2	Majr3	Majr4	TOTAL	Majr1	Majr2	Majr3	Majr4	TOTAL	Majr1	Majr2	Majr3	Majr4	TOTAL
1353	Adm Office Tech-Adm Secretary	12	3	5	0	20	13	3	5	0	21	13	2	2	0	17
1356	Adm Office Tech-Gen Office Adm	2	0	3	0	5	2	0	3	0	5	0	0	0	0	0
1355	Adm Office Tech-Legal Sec	12	2	3	1	18	12	2	3	1	18	11	1	1	0	13
1357	Adm Office Tech-Med Secretary	11	0	6	0	17	11	0	6	0	17	11	0	8	0	19
1354	Adm. Office Tech.-Accting Tech	10	0	3	0	13	10	0	3	0	13	9	0	5	0	14
Adm Office Tech Totals		47	5	20	1	73	48	5	20	1	74	44	3	16	0	63

Table 3A. Undergraduate Administrative Office Technology Enrollment by Major Code, Summer Terms 2002 - 2006
Mesa State College

Level	Major Code	Program Name	2002	2003	2004	2005	2006
Certificate	1356	Adm Office Tech-Gen Office Administration					
		New Majors	0	0	0	0	0
		Continuing Majors	0	0	0	0	0
	Sub-Total		0	0	0	0	0
A.A.S.	1151	Accounting Technician					
		New Majors	1	0	0	0	0
		Continuing Majors	3	0	0	0	0
	Sub-Total		4	0	0	0	0
	1153	Administrative Secretary					
		New Majors	0	0	0	0	0
		Continuing Majors	0	0	0	0	0
	Sub-Total		0	0	0	0	0
	1155	Legal Secretary					
		New Majors	0	0	0	0	0
		Continuing Majors	3	0	0	0	0
	Sub-Total		3	0	0	0	0
	1157	Medical Secretary					
		New Majors	0	0	0	0	0
		Continuing Majors	0	0	0	0	0
	Sub-Total		0	0	0	0	0
	1353	Adm Office Tech-Adm Secretary					
		New Majors	0	0	0	0	0
		Continuing Majors	0	0	0	0	0
	Sub-Total		0	0	0	0	0
	1354	Adm Office Tech-Accding Tech					
		New Majors	0	0	2	0	0
		Continuing Majors	0	0	1	2	2
	Sub-Total		0	0	3	2	2
	1355	Adm Office Tech-Legal Secretary					
		New Majors	0	0	0	0	0
		Continuing Majors	0	0	4	3	6
	Sub-Total		0	0	4	5	10
	1357	Adm Office Tech-Medical Secretary					
		New Majors	0	0	0	0	0
		Continuing Majors	0	0	1	4	0
	Sub-Total		0	0	1	4	0
	1357	Adm Office Tech-Medical Secretary					
		New Majors	0	0	1	0	0
		Continuing Majors	0	0	3	3	2
	Sub-Total		0	0	3	4	2
	All Administrative Office Technology						
		New Majors	1	0	5	4	0
		Continuing Majors	6	7	8	14	4
	Grand Total		7	7	13	18	4

Table 3B. Undergraduate Administrative Office Technology Enrollment by Major Code, Fall Terms 2002 - 2006
Mesa State College

Level	Major Code	Program Name	2002	2003	2004	2005	2006	
Certificate	1356	Adm Office Tech-Gen Office Administration						
		New Majors	0	0	0	2	0	
		Continuing Majors	0	0	0	0	0	
	Sub-Total		0	0	0	2	0	
	A.A.S.	1151	Accounting Technician					
			New Majors	0	0	0	0	0
			Continuing Majors	1	0	0	0	0
	Sub-Total		1	0	0	0	0	
	1153	Administrative Secretary						
		New Majors	0	0	0	0	0	
		Continuing Majors	0	0	0	0	0	
	Sub-Total		0	0	0	0	0	
	1155	Legal Secretary						
		New Majors	0	0	0	0	0	
		Continuing Majors	0	0	0	0	0	
Sub-Total		0	0	0	0	0		
1157	Medical Secretary							
	New Majors	0	0	0	0	0		
	Continuing Majors	0	0	0	0	0		
Sub-Total		0	0	0	0	0		
1353	Adm Office Tech-Adm Secretary							
	New Majors	2	1	5	2	4		
	Continuing Majors	5	10	10	6	8		
Sub-Total		7	11	15	8	12		
1354	Adm Office Tech-Accting Tech							
	New Majors	8	9	5	0	4		
	Continuing Majors	13	12	10	9	3		
Sub-Total		21	21	15	9	7		
1355	Adm Office Tech-Legal Secretary							
	New Majors	2	7	3	3	4		
	Continuing Majors	7	5	8	7	7		
Sub-Total		9	12	11	10	11		
1357	Adm Office Tech-Medical Secretary							
	New Majors	2	0	3	3	4		
	Continuing Majors	6	6	7	6	7		
Sub-Total		8	6	10	9	11		
All Administrative Office Technology	New Majors		14	17	16	10	16	
	Continuing Majors		32	33	35	28	25	
	Grand Total		46	50	51	38	41	

Table 3C. Undergraduate Administrative Office Technology Enrollment by Major Code, Spring Terms 2003 - 2007

		Mesa State College					
Level	Major Code	Program Name	2002	2003	2004	2005	2006
Certificate	1356	Adm Office Tech-Gen Office Administration					
		New Majors	0	0	1	0	0
		Continuing Majors	0	0	0	0	1
	Sub-Total		0	0	1	0	10
A.A.S.	1151	Accounting Technician					
		New Majors	0	0	0	0	0
		Continuing Majors	0	0	0	0	0
	Sub-Total		0	0	0	0	00
	1153	Administrative Secretary					
		New Majors	0	0	0	0	0
		Continuing Majors	0	0	0	0	0
	Sub-Total		0	0	0	0	00
	1155	Legal Secretary					
		New Majors	0	0	0	0	0
		Continuing Majors	0	0	0	0	0
	Sub-Total		0	0	0	0	00
	1157	Medical Secretary					
		New Majors	0	0	0	0	0
		Continuing Majors	0	0	0	0	0
	Sub-Total		0	0	0	0	00
	1353	Adm Office Tech-Adm Secretary					
		New Majors	0	5	2	1	2
		Continuing Majors	6	8	9	11	10
	Sub-Total		6	13	11	12	120
	1354	Adm Office Tech-Accting Tech					
		New Majors	2	4	3	1	2
		Continuing Majors	18	14	5	6	4
	Sub-Total		20	18	8	7	60
	1355	Adm Office Tech-Legal Secretary					
		New Majors	2	2	2	1	0
		Continuing Majors	8	10	7	9	9
	Sub-Total		10	12	9	10	90
	1357	Adm Office Tech-Medical Secretary					
		New Majors	0	2	1	4	0
		Continuing Majors	9	5	10	5	6
	Sub-Total		9	7	11	9	60
	All Administrative Office Technology						
	New Majors		4	13	9	7	4
	Continuing Majors		41	37	31	31	30
	Grand Total		45	50	40	38	34

Table 4A. Undergraduate Administrative Office Technology, Summer Terms 2002-2006
Mesa State College

Level	Major Code	Program Name	Year				
			2002	2003	2004	2005	2006
Freshman	1356	Adm Office Tech-Gen Office Administration	0	0	0	0	0
	1151	Accounting Technician	2	0	0	0	0
	1153	Administrative Secretary	0	0	0	0	0
	1155	Legal Secretary	0	0	0	0	0
	1157	Medical Secretary	2	0	0	0	0
	1353	Adm Office Tech-Adm Secretary	0	0	3	2	1
	1354	Adm Office Tech-Accting Tech	0	2	2	4	0
	1355	Adm Office Tech-Legal Secretary	0	0	0	2	0
	1357	Adm Office Tech-Medical Secretary	0	1	1	0	0
TOTAL		4	3	6	8	1	
Sophomore	1356	Adm Office Tech-Gen Office Administration	0	0	0	0	0
	1151	Accounting Technician	2	0	0	0	0
	1153	Administrative Secretary	0	0	0	0	0
	1155	Legal Secretary	0	0	0	0	0
	1157	Medical Secretary	1	0	0	0	0
	1353	Adm Office Tech-Adm Secretary	0	0	0	0	1
	1354	Adm Office Tech-Accting Tech	0	2	3	6	2
	1355	Adm Office Tech-Legal Secretary	0	0	1	2	0
	1357	Adm Office Tech-Medical Secretary	0	2	3	2	0
TOTAL		3	4	7	10	3	
ALL CLASSES	1356	Adm Office Tech-Gen Office Administration	0	0	0	0	0
	1151	Accounting Technician	4	0	0	0	0
	1153	Administrative Secretary	0	0	0	0	0
	1155	Legal Secretary	0	0	0	0	0
	1157	Medical Secretary	3	0	0	0	0
	1353	Adm Office Tech-Adm Secretary	0	0	3	2	2
	1354	Adm Office Tech-Accting Tech	0	4	5	10	2
	1355	Adm Office Tech-Legal Secretary	0	0	1	4	0
	1357	Adm Office Tech-Medical Secretary	0	3	4	2	0
TOTAL		7	7	13	18	4	

Table 4B. Undergraduate Administrative Office Technology, Fall Terms 2002-2006
Mesa State College

Level	Major Code	Program Name	Year				
			2002	2003	2004	2005	2006
Freshman	1356	Adm Office Tech-Gen Office Administration	0	0	0	2	0
	1151	Accounting Technician	1	0	0	0	0
	1153	Administrative Secretary	0	0	0	0	0
	1155	Legal Secretary	0	0	0	0	0
	1157	Medical Secretary	0	0	0	0	0
	1353	Adm Office Tech-Adm Secretary	5	5	5	5	6
	1354	Adm Office Tech-Accting Tech	19	11	7	3	3
	1355	Adm Office Tech-Legal Secretary	3	10	7	5	8
TOTAL			33	29	24	20	23
Sophomore	1356	Adm Office Tech-Gen Office Administration	0	0	0	0	0
	1151	Accounting Technician	0	0	0	0	0
	1153	Administrative Secretary	0	0	0	0	0
	1155	Legal Secretary	0	0	0	0	0
	1157	Medical Secretary	0	0	0	0	0
	1353	Adm Office Tech-Adm Secretary	2	6	10	3	6
	1354	Adm Office Tech-Accting Tech	2	10	8	6	4
	1355	Adm Office Tech-Legal Secretary	6	2	4	5	3
TOTAL			13	21	27	18	18
ALL CLASSES	1356	Adm Office Tech-Gen Office Administration	0	0	0	2	0
	1151	Accounting Technician	1	0	0	0	0
	1153	Administrative Secretary	0	0	0	0	0
	1155	Legal Secretary	0	0	0	0	0
	1157	Medical Secretary	0	0	0	0	0
	1353	Adm Office Tech-Adm Secretary	7	11	15	8	12
	1354	Adm Office Tech-Accting Tech	21	21	15	9	7
	1355	Adm Office Tech-Legal Secretary	9	12	11	10	11
TOTAL			46	50	51	38	41

Table 4C. Undergraduate Administrative Office Technology, Spring Terms 2003-2007
Mesa State College

Level	Major Code	Program Name	2003	2004	2005	2006	2007
Freshman	1356	Adm Office Tech-Gen Office Administration	0	0	0	0	1
	1151	Accounting Technician	0	0	0	0	0
	1153	Administrative Secretary	0	0	0	0	0
	1155	Legal Secretary	0	0	0	0	0
	1157	Medical Secretary	0	0	0	0	0
	1353	Adm Office Tech-Adm Secretary	2	8	6	8	5
	1354	Adm Office Tech-Accting Tech	14	7	4	1	4
	1355	Adm Office Tech-Legal Secretary	4	8	7	4	4
	1357	Adm Office Tech-Medical Secretary	6	1	6	4	2
	TOTAL		26	24	23	17	16
Sophomore	1356	Adm Office Tech-Gen Office Administration	0	0	1	0	0
	1151	Accounting Technician	0	0	0	0	0
	1153	Administrative Secretary	0	0	0	0	0
	1155	Legal Secretary	0	0	0	0	0
	1157	Medical Secretary	0	0	0	0	0
	1353	Adm Office Tech-Adm Secretary	4	5	5	4	7
	1354	Adm Office Tech-Accting Tech	6	11	4	6	2
	1355	Adm Office Tech-Legal Secretary	6	4	2	6	5
	1357	Adm Office Tech-Medical Secretary	3	6	5	5	4
	TOTAL		19	26	17	21	18
ALL CLASSES	1356	Adm Office Tech-Gen Office Administration	0	0	1	0	1
	1151	Accounting Technician	0	0	0	0	0
	1153	Administrative Secretary	0	0	0	0	0
	1155	Legal Secretary	0	0	0	0	0
	1157	Medical Secretary	0	0	0	0	0
	1353	Adm Office Tech-Adm Secretary	6	13	11	12	12
	1354	Adm Office Tech-Accting Tech	20	18	8	7	6
	1355	Adm Office Tech-Legal Secretary	10	12	9	10	9
	1357	Adm Office Tech-Medical Secretary	9	7	11	9	6
	TOTAL		45	50	40	38	34

Table 5A. ONE-YEAR RETENTION RATE FOR FIRST-TIME ADM. OFFICE TECHNOLOGY 2001 - 2005
Mesa State College

Level	Major Code	Program Name	Retained or Graduated Subsequent Fall #	Retained or Graduated Subsequent Fall %	Not Retained Subsequent Fall #	Not Retained Subsequent Fall %	Total #	Total %
Certificate A.A.S.	1356	Adm Office Tech-Gen Office	0	0.0%	2	100.0%	2	100.0%
	1151	Accounting Technician	3	100.0%	0	0.0%	3	100.0%
	1153	Administrative Secretary	2	100.0%	0	0.0%	2	100.0%
	1155	Legal Secretary	2	100.0%	0	0.0%	2	100.0%
	1157	Medical Secretary	2	100.0%	0	0.0%	2	100.0%
	1353	Adm Office Tech-Adm Secretary	3	60.0%	2	40.0%	5	100.0%
	1354	Adm Office Tech-Accting Tech	2	28.6%	5	71.4%	7	100.0%
	1355	Adm Office Tech-Legal Secretary	5	50.0%	5	50.0%	10	100.0%
	1357	Adm Office Tech-Medical Secretary	4	80.0%	1	20.0%	5	100.0%
	TOTAL			21	58.3%	15	41.7%	36

**Table 5B. Headcount and Average Cumulative Credit Hours to Degree for Adm Office Tech
Majors Graduating AY 2002 - 2006**

Type of Entry into MSC	Headcount	Average
CERTIFICATE		
Student Type		
Began at MSC	0 0.0%	0.0
Transferred in to MSC	1 100.0%	58.0
Total	1 100.0%	58.0
A.A.S.		
Student Type		
Began at MSC	35 74.5%	89.0
Transferred in to MSC	12 25.5%	72.7
Total	47 100.0%	84.8

Table 6. Adm. Office Tech Faculty by Tenure Status, 2005-2007
Mesa State College

Status	Faculty Category	2004-2005 FTE FTE %	2005-2006 FTE FTE %	2006-2007 FTE FTE %
Total Tenure	Tenure	0.0 0.0%	0.0 0.0%	0.0 0.0%
	Tenure-Track	0.0 0.0%	0.0 0.0%	0.0 0.0%
	FT Instructor	0.0 0.0%	0.0 0.0%	0.0 0.0%
	PT Instructor	1.0 39.3%	1.0 38.7%	1.0 47.1%
TOTAL		1.5 60.7%	1.6 61.3%	1.1 52.9%
		2.5 100.0%	2.6 100.0%	2.1 100.0%

Table 7. COURSES BY COURSE LEVEL BY TERM AY 2007

Level/Course Level	Summer Courses	Fall Courses	Spring Courses	Total Courses
Undergraduate				
Remedial - 000	0	0	0	0
Lower - 100	0	4	4	8
Lower - 200	0	8	8	16
Upper - 300	0	0	0	0
Upper - 400	0	0	0	0
Subtotal Undergraduates	0	12	12	24
Graduate				
Graduate - 500	0	0	0	0
Subtotal Graduates	0	0	0	0
Total	0	12	12	24

Appendix B

Library Assessment

10/10/2024

10/10/2024

**Library Program Assessment
John U. Tomlinson Library
Mesa State College**

Date of Assessment: July 2007

Purpose of Assessment: Program Review

Program under review: Administrative Office Technology

Program Level/s: Certificate and Associate Degree

Liaison Signature: This review was prepared by Tom Harris

1. Collection Assessment

Course descriptions, as found in the Mesa State College catalog, have been examined to identify the following Library of Congress subject headings to assist with this evaluation:

Accounting; Accounting – Data Processing; Business Communication – United States; Business Records; Business Records – Management; Business Writing; Desktop Publishing; Law – Dictionaries; Law – Terminology; Law Offices; Law Offices – United States; Medical Assistants; Medical Assistants – Vocational Guidance; Medical Offices – Management; Medical Records; Medical Records – Access Control; Medical Records – Law and Legislation; Medical Records – Management; Medical Secretaries; Medical Shorthand; Medical Transcription; Medicine – Dictionaries; Medicine – Terminology; Office Management; Office Practice; Records Management; Word Processing.

An examination of the subject headings listed above reveal 309 titles in the collection.

a. Reference Support:

About 9% of the titles supporting this program are in the reference collection. This material is designated to be used in the Library and includes resources such as specialized dictionaries, handbooks, and encyclopedias.

b. Monographic Sources

Age Analysis (include at the discretion of the Liaison)

16% have been published since 2000

13% published 1900 – 1999

33% published 1980 – 1989

21% published 1970 – 1979

20% published before 1970

c. Periodicals

Support for this program is primarily through online subscription databases maintained by Tomlinson Library. *Business Source Premier*, *Omnifile Select*, and *LexisNexis* are several databases that provide full-text coverage to a variety of periodical resources. Examining *Business Source Premier*, full-text article availability is illustrated through a sampling of several of the LC subject headings:

Accounting – Data Processing: 293 full-text articles
Office Management: 803 full-text articles
Records Management: 1492 full-text articles

Some titles that are specific to this program include: *OfficePro*; *Accounting Office Management & Administration Report*; *Information Management Journal*; *Law Office Management & Administration Report*.

d. Electronic Resources

In addition to the online resources identified above, databases such as *Oxford Reference Online* provide access to quality specialized dictionaries in the areas of business, law and medicine. The LC subject heading analysis also revealed that about 9% of titles supporting this program are in an electronic format.

2. Evaluation of the total collection

a. Strengths

Electronic access seems to be quite good. These items can be accessed by MSC students, faculty and staff 24 hours a day.

b. Weaknesses

Over two-thirds of the print collection was published prior to 1990.

3. Recommendations

Improvements can be made in the currency of the print collection through current and continued budget allocations. Faculty input is welcome and appreciated.

Library Director: Elizabeth W. Brodak

Date: August 1, 2007

Appendix C

Program Assessment

2. 11/11/11

11/11/11

PROGRAM ASSESSMENT REPORT

Administrative Office Technology

Certificate, Associate of Arts, and Associate of Applied Science

2006/2007

November 3, 2006

Submitted By: Alane C. Wooster
(Department Head or Faculty Assessment Representative)

Expanded Statement of Institutional Purpose Linkage:

Institutional Mission Reference:

Mesa State College shall maintain a community college role and mission, including vocational and technical programs. The college offers programs of value in areas of civic and cultural life, research, and recreation and desires to play a constructive role in the improving the quality of human life and the environment. In order to implement this philosophy, the College shall offer vocational technical programs leading to certificates and associate degrees; and continuing education programs directed toward personal, civic, vocational, and professional self-improvement.

College/University Goal(s) Supported:

To met the individual needs of each student, whether it be an employee retraining for new skills, a returning student, or a new student seeking career guidance. Each shall have the specific training necessary so that they may achieve their personal goals.

Intended Educational (Student) Outcomes:

1. Graduate will demonstrate knowledge to perform entry-level office administration duties.

2. Graduate will demonstrate communication skills for the business environment.

3. Graduate will demonstrate an understanding of work characteristics that contribute to effective job performance.

Intended Educational (Student) Outcome #1: Graduate will demonstrate knowledge to perform entry-level office administration duties.

First Means of Program Assessment for Outcome #1:

1a. Means of Program Assessment and Criteria for Success: Student exit exam questions 1 – 10 (knowledge). Generated through the International Association of Administrative Professionals (IAAP) Certified Professional Secretary Certification Exam and evaluated by program instructor/advisor. Positive results show correct responses from 7 out of 10 questions (70%).

1a. Summary of Assessment Data Collected:

1a. Use of Results to Improve Program:

Second Means of Assessment for Outcome #1:

1b. Means of Program Assessment and Criteria for Success: *Employer survey.* Employer satisfaction with graduates' ability to do their job properly. Response to question #1 (quality of work) *Cooperative Education.* Positive employer follow up survey shows 70% from good to very good on quality of work performed. Survey scales from poor to very good (1-5).

1b. Summary of Assessment Data Collected:

1b. Use of Results to Improve Program:

Intended Educational (Student) Outcome #2: Graduate will demonstrate communication skills for the business environment.

First Means of Assessment for Outcome #2:

2a. Means of Program Assessment and Criteria for Success: Student exit exam questions 11 – 15 (communication). Generated through the International Association of Administrative Professionals (IAAP) Certified Professional Secretary Certification Exam and evaluated by program instructor/advisor. Positive results show correct responses from 4 out of 5 questions (80%).

2a. Summary of Assessment Data Collected:

2a. Use of Results to Improve Program:

Second Means of Assessment for Outcome #2:

2b. Means of Program Assessment and Criteria for Success: *Employer survey.* Employer satisfaction with graduates' ability to do their job properly. Responses to questions 2 and 3 (written and oral communication) *Cooperative Education.* Positive employer follow-up survey shows 70% from good to very good satisfaction with graduates having been taught proper understanding of work expectation. Survey scales from poor to very good (1-5).

2b. Summary of Assessment Data Collected:

2b. Use of Results to Improve Program

Intended Educational (Student) Outcome #3: Graduate will demonstrate an understanding of work characteristics that contribute to effective job performance.

First Means of Assessment for Outcome #3:

3a. Means of Program Assessment and Criteria for Success: Student exit exam questions 16 - 22 (understanding). Generated through the International Association of Administrative Professionals (IAAP) Certified Professional Secretary Certification Exam and evaluated by program instructor/advisor. Positive results show correct responses from 5 out of 7 questions (70%).

3a. Summary of Assessment Data Collected:

3a. Use of Results to Improve Program:

Second Means of Assessment for Outcome #3:

3b. Means of Program Assessment and Criteria for Success: *Employer Survey.* Questions 1, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, and 16 (technical knowledge, work attitude, knowledge and use of equipment, work quality, work quantity, willingness to learn, relationship with others, follows instructions, work attendance, listening skills, computer literacy/ability, organizational ability, self-motivation, trustworthiness) *Cooperative Education.* Positive employer survey shows 70% from good to very good satisfaction with having been taught a proper understanding of work expectations Survey scales are from poor to very good (1-5).

3b. Summary of Assessment Data Collected:

3b. Use of Results to Improve Program:

Appendix D

Faculty Vitae

12/15/2014

12/15/2014

ALANE C. WOOSTER
269 31 Road, Grand Junction, CO 81503
H - 434-4713, W - 255-2639
awooster@mesastate.edu

SUMMARY:

Eighteen years of successful college experience including teaching, student services, and administrative support combined with more than twenty years of successful office administration support in several industries.

PROFESSIONAL EXPERIENCE:

- August 2001 – Present: **Mesa State College**, Grand Junction, CO
Administrative Office Technology Instructor/Advisor
- Teach Administrative Office Technology courses
 - Provide academic advising for all Administrative Office Technology students
 - Develop and maintain updated program curriculum
 - Improve enrollment and student retention
 - Organize business advisory committee for program
 - Develop and maintain credit award agreements with all District 51 high schools, Collbran Job Corp, and Delta-Montrose Technical College
 - Actively involved in program visitation/marketing programs
 - Secure state program approvals
- August 1999 –
August 2001: **Unified Technical Education Campus, School District 51, BOCES**
Internship/Job Placement Coordinator
- Coordinated and organized first campus job fair
 - Scheduled interview sessions with employers and student interns/graduates.
 - Advised students in job search skills including resume/cover letter writing, networking skills, interviewing techniques
 - Conducted graduate follow-up surveys and annual report
- Prior to August 2001: • More then twenty years of office administration support experience in the areas of education, engineering, environmental restoration, financial management services, and retail management.

EDUCATION:

- May 2009 Master in **Business Administration**, Mesa State College.
- May 1997 Bachelor of Science Degree in **Organizational Management**, emphasis in Human Resources, Colorado Christian University.
- May 1987 Associate of Applied Science in **Office Administration**, Colorado Northwestern Community College.
- May 1984 Associate of Applied Science in **Secretarial Science**, Colorado Northwestern Community College.

PROFESSIONAL MEMBERSHIP:

- International Association of Administrative Professionals (IAAP)
Developed student chapter and serve as student chapter advisor
Served on chapter marketing/promotion committee

CREDENTIAL:

- Colorado State Board for Community Colleges and Occupational Education Career and Technical Education in Administrative Assistant/Office Management Administration and Job Seeking Skills

PROMOTIONS/AWARDS:

- Received promotion to “Assistant Technical Professor” August 2007
- Nominated for “Distinguished Service Award” at Colorado Northwestern Community College

Karen Merritt Sturgill

Objective: Part-time administrative position with flexible hours.

**Summary of
Qualifications:**

- Over 20 years experience in accounting departments for large and small companies.
- Experienced with commercial and proprietary computer software and hardware.
- Certified network administrator, with a strong emphasis on end-user support.

Professional Experience:

Accounting (recent experience):

- Staff Accountant for local manufacturing company assisting Controller in all aspects of daily accounting functions including month-end and year-end closings.
- Liaison between local department heads and out of state Controller and CFO for manufacturing company.
- Weekly Payroll, including year-end taxes for over 300 employees (major hotel)
- Background in accounts payable, receivables, income audit and all types of account reconciliation's.
- Developed both online and printed SOP manuals for various departments.

Information Technology:

- Designed and staffed help desk for government offices that included 300+ networked workstations, and four remote locations.
- Provided end-user help desk support for software, hardware and network issues, including remote locations.
- Designed and produced procedure manuals for IT department.
- Designed and taught classes in software usage.

Administrative:

- Administrative Assistant to Coordinator of Western Colorado Community College Continuing Education

Instructor:

- Instructor for a variety of Adult Education courses
- Adjunct instructor for Mesa State College Office Administration program teaching database and spreadsheet courses.

Work History:

2005-Present	Mesa State College – Adjunct Faculty	Grand Junction, CO
2005-Present	Community Education – BOCES	Grand Junction, CO
2004-2005	SOS Staffing Services	Grand Junction, CO
2004-2006	Monument Research Services	Grand Junction, CO
2002-2004	K2 Snowshoes (formerly WinterQuest, LLC)	Grand Junction, CO
2001-2002	SOS Staffing Services	Grand Junction, CO
1994-2001	Eagle County Government	Eagle, CO
1989-1994	Hyatt Regency Beaver Creek	Avon, CO

Education:

Colorado Computer Technical Institute	Denver, CO
▪ Certified Novel Network Administrator	
▪ Advance GroupWise Administrator	
Chabot College	Hayward, CA
Mt Eden High School	Hayward, CA

William G. Lopez, Jr.

590 Big Sky Court
Colorado Springs, CO 80919
(719) 532-7258
January 19, 2006

To Whom It May Concern:

I am the former Director of Information Technology for Eagle County Government. I am writing this letter on behalf of Karen Sturgill. I hired Karen as the Help Desk Coordinator for Eagle County Government in 1998. One of the duties that I tasked Karen with during her tenure as the Help Desk Coordinator was to establish a computer-training program and teach the computer classes to the Employees of Eagle County Government. Karen was very successful in her teaching efforts. The program was very highly regarded and increased productivity significantly. If you have any questions concerning Karen, please do not hesitate to call. I can be reached on my cell phone at (719) 532-7258.

Sincerely,

Bill Lopez

Juanita Cosslett—Vitae

P O Box 225

Clifton CO 81520

Phone: 970-245-1734

Fax: 970-245-1734

Email: cosslemj@qwestoffice.net

Qualifications

Certified as a Professional Secretary, 40-years experience, strong organizational skills and have supervised others. Proficient in Microsoft Word, Microsoft PowerPoint, Microsoft Publisher, Quicken and QuickBooks, and minimal experience in Excel.

Work History

8/2004 to Present, Instructor for Word Processing, Machine Transcription and Computerized Accounting, Western Colorado Community College.

1985 to 2002, Program Assistant, Grand Junction Regional Center, Health Services Dept
Supervised 3 people in the Clerical Processing Dept meeting the clerical needs of the professional staff in Dental, Dietary, Lab, Medical (physicians), Nursing, Pharmacy and Physical Therapy.

1981-1985 Sr. Admin Stenographer, State of Colo, Dept of Human Services, Grand Junction Regional Center, Personnel Department

1978-1981, Secretary I-A, Colorado Division of Rehabilitation, Front Desk duties and provided clerical support to rehab counselors.

1960-1978, Administrative Assistant in the fields of real estate, manufacturing, education, wholesale distributor, engineering and legal.

Education

6/59—Graduated from Durango High School

6/59-12/59—Blair Business College, Colorado Springs CO

5/95—Earned CPS Rating (Certified Professional Secretary)

Organizations and Positions Held

Active Member of the Book Cliff Chapter of the International Association of Administrative Professionals (IAAP) since 1987 and have served as President, Vice-President and Secretary and various committee chairs. Served as IAAP Colorado-Wyoming-Montana Division President from 7/1/2000-6/30/2001, and earned the only award given as "Outstanding Division President" out of 35 Divisions.

Received credential for Colorado Career and Technical Education in July 2004.

I have served on the Advisory Board for Mesa State College, Technical Trades Institute, and currently for Western Colorado Community College.

Coordinated the United Way Campaign in 1987 and 1988 for all State agencies increasing total contributions by State employees by 43%.

Glenda Bell
2236 Texas Ave
Grand Junction, Colorado 81501
Phone 970-640-7974

Professional Experience

- Adjunct Instructor** Medical Terminology, Mesa State College 2004-present
- Instructor** Medical Terminology Mesa State College Community Education Center, Grand Junction, CO 2004-present
- Registered Nurse** PRN Client Care, Blossom View Assisted Living, Grand Junction, CO 1994-present
- Home Health Nurse** Rocky Mountain HMO, Grand Junction, CO 1986-1989
- CCU Staff Nurse,** Nurse Educator, Cardiac Cath. Lab Nurse, St. Mary's Hospital and Medical Center, Grand Junction, CO 1978-1989
- Cardiac Rehab Nurse Specialist** Cardiac Cath. Lab Nurse, Mercy Hospital and Medical Center, San Diego, CA 1971-1976
- CCU Assistant Charge Nurse Nurse Educator**
- Staff Nurse; CCU ICU** St. John's Hospital and Medical Center; Joplin, Missouri 1970-1971

Education

- Associate of Science Nursing** Missouri Southern State College, Joplin, MO 1968-1970
- Ozark Bible College, Joplin, MO 1967-1970
- Ft. Lewis College, Durango, CO 1965-1967

Specialized Training

- Inservice Educator Certificate** University of California San Diego, San Diego, CA 1973-1976
- Cardiac Rehab Nurse Specialist** AMSCO REHAB, Harrisburg, PA 1976

External Program Review

Prepared by:

Paul Quan

Associate Dean

School of Business and Information Technology

Central New Mexico Community College

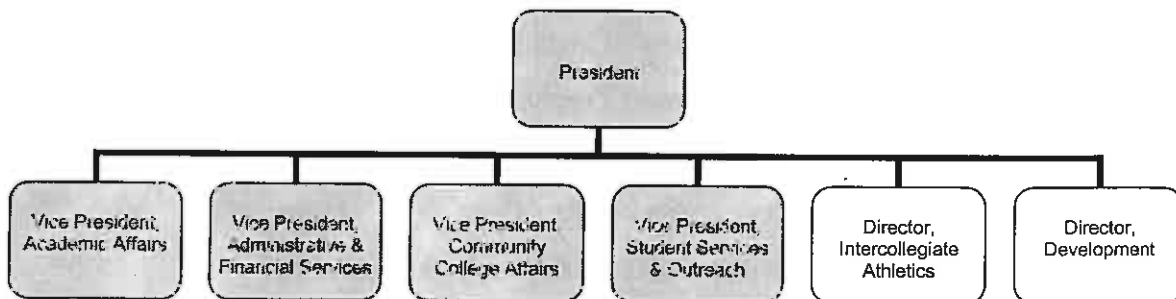
525 Buena Vista SE

Albuquerque, NM 87106

INTRODUCTION

In its report to the Higher Learning Commission of the North Central Association, it was stated that “Mesa State College provides a broad, liberal arts-based curriculum in a wide range of programs in the arts, sciences, humanities, and selected professional disciplines to approximately 6,000 students in Western Colorado. The College also has a formal two-year division as part of its community college mission that offers career and technical education.” The Office Administrative Technology program that is part of the Western Colorado Community College (WCCC) is what this external review focused on.

Since 2004, major changes have occurred with appointments of top leadership positions, creating an environment of stability for the College. The following chart depicts the institutional leadership structure, with the highlighted boxes being newly appointed positions:



PROGRAM OVERVIEW

Since its inception, until 2000, the Administrative Office Technology program was under the administration of the School of Professional Studies. The program was moved to the School of Applied Technology (Western Colorado Community College) in Fall Semester 2001.

Based on the MSC Curriculum Committee program review process, several programs/disciplines were reviewed during the 2006-2007 academic year; in 2007-2008, the Administrative Office Technology program was on the list of programs to be reviewed. This is the first external review for the program.

Students enrolled in the program may earn a degree or certificate:

- **Associate of Arts** in Administrative Office Technology Emphasis
- **Associate of Applied Science** in Administrative Office Technology, with emphasis in:
 - Accounting Technician
 - Administrative Professional
 - Legal Assistant
 - Medical Administrative Assistant
- **Technical Certificate** in General Office Administration

The program offers several career options to include, but not limited to: office manager; medical secretary; bookkeeping/accounting clerk; payroll/timekeeping clerk; legal secretary; legal assistant; and executive secretary.

The program has four well-qualified faculty members, to include:

- Alane “Laney” Wooster (full-time assistant technical professor)
- Juanita Cosslett (part-time instructor; office administration experience)
- Karen Sturgill (part-time instructor; accounting experience)
- Glenda Bell (part-time instructor; nursing experience)

PROGRAM STRENGTHS

WCCC Staff Support – the staff, from the Vice President of Community College Affairs to the Assistant Director and other support members exhibited genuine interest in

the programs of study at WCCC. Student success was paramount in their development of the WCCC program brochure.

Program Faculty – appropriate background and relevant work experience of the instructors provided students with added value and learning experience in their classes. During classroom visits, instructor had excellent student engagement; the instructor wanted to teach and the students wanted to learn.

Program Business Advisory Board – scheduled meetings provided significant exchange of program information and needs. It is critical for all technical programs to maintain consistent membership and establish business partnerships.

Petition/Program Sheets – detailed and easy-to-follow program sheets allowed students to maintain program progression. The sheets, easily accessible on the MSC/WCCC website, provided students with clear instructions to ensure they are meeting graduation requirements.

First Semester Advising Sheets – the advising sheets, developed by the program lead instructor, allowed for a quick and efficient means of providing first-term students to get the right start on the program.

Course Software – the Office Administration (OFAD) courses are using up-to-date software, several of which are included with the student's textbooks.

Syllabi – these were available for all OFAD courses and very detailed. (There are a few areas for improvement, to be covered later in this report)

Library and Information Technology – the library provided excellent online resources for MSC students; computer clusters were also available for student use at the Main Campus.

Marketing and Advertisement of Program – several activities were conducted in the marketing of the program, to include: personal phone calls to OFAD majors; recruitment events at conferences and high schools; development of new program brochures; designed program information post cards; and renewal of credit award agreements.

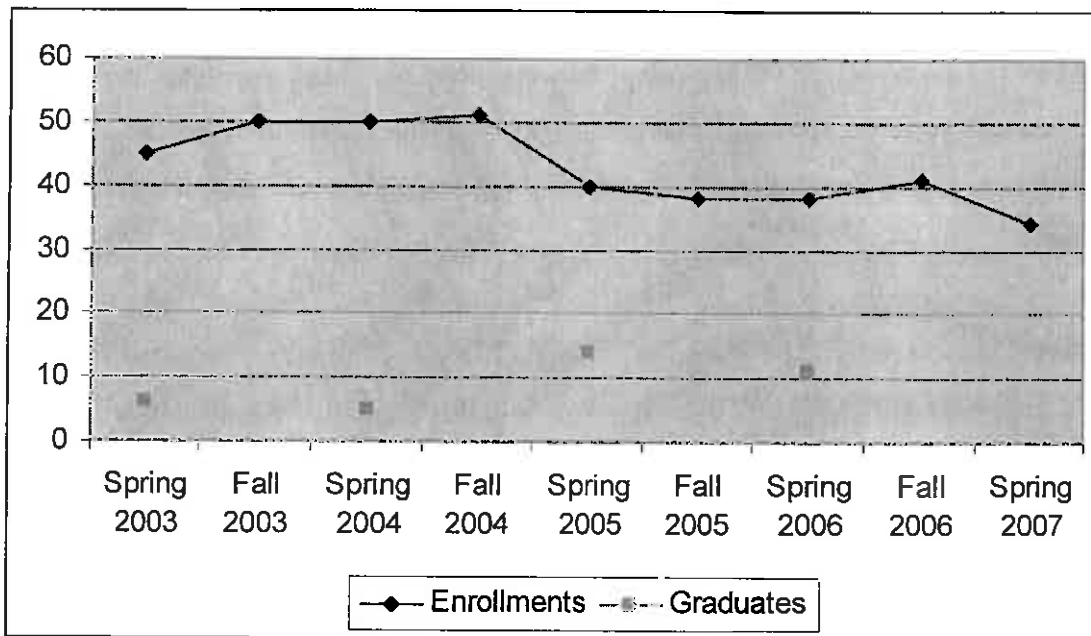
Student Internship – every student in the associate of applied science degree program is afforded the opportunity to gain work experience by enrolling in OFAD 293, *Cooperative Education*, and working for a local business, in paid positions. Some of the businesses that the students are working for: Mesa County Criminal Justice Center; Ritsema & Lyon, P.C.; Personnel Partners (a Human Resources Services Contractor); Western Medical Association; Parkerson Construction; Paul Burkholder, CPA; and MSC Testing Center. In many cases, these internships lead to full-time employment for the students/graduates. Students that had or were involved with internship expressed extreme satisfaction with their work experience.

PROGRAM AREAS FOR IMPROVEMENT

Increase Business Advisory Board Membership – although a board existed for the program, the number of business members were quite limited; most recent board meeting included only five attendees were form the community. A strong board is important to show program support. It will also allow for more opportunities to network for student internships and input for program improvements.

Labs and Classrooms – the facilities were well-lighted, but the computer systems were out-dated (over 7 years old). Although MSC has a computer replacement plan based on a 6-year cycle, the computer systems used by the OFAD are simply not up to industry standards and should be monitored for earliest replacement. Students need to use up-to-date and be trained on what local businesses are using to be competitively employable.

Low Student Enrollment – the numbers of student enrollment and graduates have been inconsistent and low the past 5 academic years within the program, as shown by the following chart:



The transition of the program from the School of Professional Studies to the School of Applied Technology, initially caused some instability and lack of course/curriculum ownership, may have negatively impacted program enrollment. Following the hiring of a full-time, lead instructor for the program, the management of the program have stabilized somewhat, but there are still opportunities for improvement. Continued marketing and support from administration can turn the program around positively. Additionally, according to the 2000 census, the 14 counties covered by MSC had 25.6% of its population to be under the age of 18; this is a large pool of potential students that the College should start marketing

Name Confusion – the name of the program is Administrative Office Technology, but the courses are called Office Administration (OFAD). This difference in terminology may cause confusion for students and businesses/employers. Recent changes to degree (emphasis) titles away from “secretary” should help to identify and “modernize” the discipline.

Too Many Program Emphases -- having four different emphases in the Administrative Office Technology program may be confusing to the students. It may be advisable to eliminate the emphases and simply have one major. Currently, as students major declarations are spread across the four emphases, the unique courses specific to each emphasis must be offered, creating extra classes, but low enrollment in each. If a required course is not offered, it creates a hardship for the student and may delay their graduation.

Discontinuation of Certificate— from 2002-2006, only one certificate was awarded, brings up the question, “is the certificate needed?” Industry should be surveyed to determine whether or not the certificate is sufficient for employment.

Syllabi Too Detailed – several of the syllabi were *too* informative, resulting in the possibility of the students losing sight of the actual course objectives and competencies. An effort should be made to have a consistent format, so students can easily see what the course is about, what is expected of them, and what they can expect from the instructor.

Lead Instructor/Advisor Duties – the program has only one full-time instructor, whose primary duties include: teaching program courses; updating curriculum; recruiting and advising students; and developing advisory committee. In the Fall Semester 2007, she is assigned to teach 6 classes. To successfully market the program to businesses, consideration should be made to provide additional administrative support.

“Single Points of Failure” – of the three part-time instructors, each have their specific area of expertise. The skills required to teach their respective courses are very unique that one can not back up the other, that if one of them were unable to teach, the program and students would suffer. The program should consider the possibility of hiring additional part-time instructors to help cover the classes; it may also be practical to relieve the lead instructor of one teaching assignment to allow her the opportunity to focus on student recruiting and industry visits.

Distance Learning – the program includes a few hybrid courses available to students. However, with many students that need to work or are stay-at-home parents, a possible solution to help increase enrollment is to offer entire, and not “partial,” distance learning classes. MSC IT supports the campus distance learning programs through administration of systems and provides some instructor training. IT provides system administration and manages the servers, perform upgrades and backups. They also get involved in creating course shells and provide end user support for faculty and students through the IT help desk. Training and support are also provided by the Director of Distance Learning. The Administrative Office Technology program should explore this as another opportunity for instruction delivery.

Program Assessment Report – although it was consistently identified that there is a College-wide assessment process, the overall effectiveness was questionable. The assessment reports were either incomplete or the data was insufficient for effective measurement and/or corrective action.

Library Support – although the online resources were excellent, the printed material were somewhat dated; nearly 75% of the “monographic sources” published prior to 1990. Currency increases student employability.

WCCC Website – the website is difficult to navigate and does not have adequate information. For example, when an individual brings up the Administrative Office Technology web page, it indicates one “may specialize in one of four areas: Administrative Assistant, Accounting Technician, Medical Secretary, or Legal Secretary.” However, the information “trail” stops there.

Industry Partnership – a strategic plan should be developed to guide proper partnership activities. Career and technical degree programs can only succeed with strong community support. Although there appears to be a need by local businesses, this is not adequately documented; if this can not be properly accomplished, the program will face

future scrutiny and possible cancellation. The chart below is from the Grand Junction Economic Partnership, showing the top 20 Mesa County's largest employers; each of them will have numerous needs for office professionals. The program must be marketed to them and strong and continuous partnership be established.

Mesa County Largest Employers	Jun-06	Address	Zip	Phone
Mesa County School District #51	2,600	2118 Grand Ave	81501	970-254-5100
St. Mary's Hospital and Medical Center	2,000	PO Box 1628	81502	970-244-2270
Mesa State College	*1,250	1100 North Ave	81501	970-248-1020
State of Colorado	982	222 S 6th St	81501	970-248-7310
Mesa County - All Departments	925	PO Box 20000	81502	970-244-1600
Wal-Mart	910	2881 North Ave	81501	970-241-6061
City of Grand Junction	*808	250 N 5th St	81501	970-244-1501
Halliburton Energy	700	3199 D Rd	81504	970-523-3600
StarTek USA, Inc	600	670 South 7th St	81501	970-263-7700
City Markets, Inc	589	PO Box 729	81502	970-241-0750
Hilltop Community Resources, Inc	490	1331 Hermosa Ave	81501	970-242-4400
Veterans Health Administration	425	2121 North Ave	81501	970-243-0731
Choice Hotels	400	2897 US Hwy 50	81503	970-245-3355
Community Hospital	392	2021 N 12th St	81501	970-242-0920
Rocky Mountain Health Plans	350	PO Box 10900	81502	970-244-7760
US Postal Service	323	241 N 4th St	81501	970-244-3400
Great New Homes	300	3032 I-70 Bus Loop	81504	970-434-2000
Family Health West	288	PO Box 130, Fruita	81521	970-858-9871
West Star Aviation, Inc	300	796 Heritage Way	81506	970-243-7500
United Companies of Mesa County	265	PO Box 3509	81502	970-243-4900
Colorado West Mental Health	260	515 26 3/4 Rd, Bldg A	81501	970-241-6023
Albertson's Food & Drug	247	1830 N 12th St	81501	970-241-8536
McDonald's	244	PO Box 2738	81502	970-243-6420
Primary Care Partners, PC	235	3150 N 12th St	81505	970-245-1720
Safeway Stores	227	2901 F Rd	81504	970-248-9869
* includes seasonal workers				
Source: Grand Junction Economic Partnership				

SUMMARY

It is very apparently obvious that no matter what part of the country one lives in, there will always be businesses in need of hiring office administrative professionals.

Unfortunately, it is also very common to see that getting industry involvement to show demand for the program and to establish partnerships and pathways to employment is very difficult. The college and program advocates must be aggressive in pursue of these important partners. Once the demand can be shown to administration and to potential students, then the program will thrive—of all of the challenges facing the program, marketing its value to industry should be number one on the list of things to do.

SITE VISIT COMMENTS

It was a pleasure to have the opportunity to visit the campuses of MSC, meeting some fantastic staff and faculty members. Special thanks to Dr. Doty for his generous hospitality and escort around the various meeting locations.

