

Contents

Acknowledgments.....	v
About the Author.....	vii
CHAPTER ONE:	
Overview of the Study.....	1
Purpose of Study	3
Research Questions and Sub-questions.....	3
Definitions	4
Significance of the Study	5
Conceptual Framework.....	7
Methodology.....	12
<i>Population and Sample</i>	12
<i>Analytic and Statistical Methods</i>	12
Assumptions	13
Organization of the Study.....	14
CHAPTER TWO:	
Literature Review.....	15
The Purpose, Growth, and Globalization of Community Colleges....	16
<i>Purpose</i>	16
<i>Growth</i>	17
<i>Globalization</i>	17
Functional Role of College Registrars as Middle Managers	18
<i>Student Records Custodians</i>	23
Information Technology System Implementation	25
<i>Information Technology Implementation Strategies</i>	29
Extended Focus on Role Conflict and Ambiguity.....	36
<i>Role Harmony or Conflict</i>	37
<i>Role Clarity or Ambiguity</i>	40
Background Characteristics.....	42
Summary of the Literature Review.....	45
CHAPTER THREE:	
Research Methodology.....	47
Population and Sample.....	48
Instrumentation and Data Collection Procedures.....	48
Analytic and Statistical Methods	50
CHAPTER FOUR:	
Analysis and Conclusions.....	51
Registrar Job Duties and System Implementation Strategies.....	52
Role Harmony and Clarity by Implementation Strategy	60
Implementation Strategy by Background Characteristic.....	64
Role Harmony and Clarity by Background Characteristics	70
Conclusions	75
<i>Job Duties and System Implementation Strategies</i>	75
<i>Perceptions of Role Conflict and Ambiguity and Web-enabled System</i>	
<i>Implementation Strategies</i>	78

<i>Information Technology Administration Strategies and</i>	
<i>Web-enabled System Implementation Strategies</i>	79
<i>Community College Registrars' Most Frequent Outside Contacts</i>	79
<i>Selected Community College and Registrar Background Characteristics</i>	
<i>and Web-enabled System Implementation Strategies</i>	79

CHAPTER FIVE:

Summary and Recommendations.....	83
----------------------------------	----

APPENDICES:

Appendix A: Survey Questionnaire	89
Appendix B: Cover and Follow-up Letters.....	93
<i>Cover Letter</i>	93
<i>Follow-up #1</i>	95
<i>Follow-up #2</i>	96
Appendix C: Follow-up Postcard Mailer	99
References.....	101

Table Index

TABLE 1. Research Sub-questions by Data Collection Methods and Analysis.....	13
TABLE 2. Implementation Strategy by Level of Involvement for Implementing Web-enabled Technology Systems	52
TABLE 3. Implementation Strategy by Level of Involvement for Supervising Office Staff.....	53
TABLE 4: Implementation Strategy by Level of Involvement for Establishing Registrar Office Goals and Objectives	53
TABLE 5. Implementation Strategy by Level of Involvement Providing Overall Guidance and Direction to Online Processes	54
TABLE 6. Implementation Strategy by Level of Involvement Maintaining Student Records.....	54
TABLE 7. Implementation Strategy by Level of Involvement Acting as Responsible Custodian of All Academic Records on the Computer Database	55
TABLE 8. Implementation Strategy by Level of Involvement for Conducting Staff Meetings to Discuss Information, Policies, and Procedures	56
TABLE 9. Implementation Strategy by Level of Involvement with Collaborating and Acting as Liaison with Other Departments, Functions, or Groups	57
TABLE 10. Implementation Strategy and Level of Involvement to Develop, Deliver, and Assess Internal Employee Training	57
TABLE 11. Implementation Strategy and Level of Involvement for Providing General Management for Information Services Activities.....	58

TABLE 12. Implementation Strategy and Level of Involvement for Attending Workshops and Training to Enhance Technical Skills.....	59
TABLE 13. Implementation Strategy and Level of Involvement for Monitoring Projects to Ensure Effectiveness and Compliance.....	59
TABLE 14. Implementation Strategy and Level of Involvement for Developing and Producing Reports on Student Enrollment	60
TABLE 15. Implementation Strategy by Perception of Job Duties: “I know what my responsibilities are”	60
TABLE 16. Implementation Strategy by Perception of Job Duties: “I know I have divided my time properly”	61
TABLE 17. Implementation Strategy by Perception of Job Duties: ”I work under clear directives or orders”	61
TABLE 18. Implementation Strategy by Perception of Job Duties: “I agree with the way things are done”	62
TABLE 19. Implementation Strategy by Perception of Job Duties: “I know exactly what is expected of me”	63
TABLE 20. Implementation Strategy by Perception of Job Duties: “I work under compatible policies and guidelines”	63
TABLE 21. Implementation Strategy by Background Characteristic: Fall 2003 Headcount.....	64
TABLE 22. Implementation Strategy by Background Characteristic: Highest Level of Education.....	65
TABLE 23. Implementation Strategy by Background Characteristic: Years in Office.....	66
TABLE 24. Implementation Strategies by Background Characteristic: Registrar’s Number of Web-enabled Student System Implementation Projects.....	67
TABLE 25. College Enrollment Headcount by Very High or High Agreement with Role Harmony and Clarity Statements.....	70
TABLE 26. Level of Education by Very High or High Agreement with Role Harmony and Clarity Statements.....	71
TABLE 27. Gender by Very High or High Agreement with Role Harmony and Clarity Statements.....	72
TABLE 28. Years in Office by Very High or High Agreement with Role Harmony and Clarity Statements.....	73
TABLE 29: Very High or High Involvement with System Implementation Job Duties and Responsibilities, by Number of System Implementation Projects	74
TABLE 30. Number of System Implementation Projects by Very High or High Agreement with Six Role Harmony and Clarity Statements.....	74