STUDENT SERVICES PROGRAM REVIEW WORKSHEET

Student Services Area: ___Admissions & Records_____

Prepared by: _____Mark DeAsis_____

Academic Year: _____ 2015-2016_____

I. Student Services Area Overview

1. Mission Statement

Admissions and Records is committed to maintaining the integrity of student records as we provide effective and efficient enrollment services to the community with sensitivity and respect. Guided by policies and procedures, staff members promote student success by utilizing technology to deliver individualized and accurate enrollment information while enhancing the services available online in areas of enrollment services, admissions, registration, cashiering, evaluation, and records maintenance. (Revised 4/2014)

2. Philosophy Statement

Admissions and Records is the central hub of Enrollment Services that welcomes prospective or existing students to begin or continue their educational journey from their college admission to the point of graduation. (Revised 4/2014)

3. Summary

- Facilitates the college admissions process including application, new student information, college ID, and welcome emails.
- Completes all course enrollment activities including add, drop, pass/no pass and audit options, reinstatements, credit-by-exams, work experience enrollment adjustments, record retention, and document imaging.
- Creates college registration timeline including deadlines and enrollment priorities for various student groups and college employees.
- Archives documents including attendance rosters, student petition forms, and merging of duplicate files.
- Provides official transcripts, enrollment verifications, loan deferments, and scans all incoming transcripts from other institutions.
- Processes all payments including enrollment fees, student services and health fees, parking permit requests including citations, other miscellaneous payments, and deposits into college funds including payroll disbursements for all faculty, staff, and students.
- Facilitates enrollment of the John F. Kennedy Middle College High School program including the establishment of guidelines and limitations consistent with Title 5 regulations.

- Facilitates the process of change of home college location.
- Facilitates enrollment of all High School Concurrent Enrollment beginning April 2014.
- Evaluates transcripts and processes all degree applications associated with last names beginning in letters E through I (R,U,V,X-Z since 6/2015).
- Evaluates transcripts and processes all State approved certificate applications for all three colleges.
- Reviews and updates the degree audit system for all three colleges.
- Provides data reporting to college constituent groups
- Facilitates enrollment for the Norco College athletes by providing ongoing eligibility verifications as outlined by the CA Community College Athletic Association, Constitution, and Bylaws.
- Provides orientation workshops for various college groups.
- Facilitates student information systems end-user training opportunities.

4. Strengths

- Facilitated enrollment services to 10,489 students (09/11/15 in Fall 2015).
- Enhanced functionality of WebAdvisor and OpenCCCApply Homepage through continued verbiage updates.
- Revised the information on Home College and Academic Program of Study for added clarification.
- Supports the cashiering function and check disbursement activities for the college.
- Provides support for two instructional deans in areas of Extenuating Circumstances Petition (ECP), Late Add Appeals, Course Repetition, CTE enrollment activities, and submission of rosters including Census, Grades, Attendance, and Incomplete Grade Contracts.
- Collaborated with Auxiliary Business Services, Parking Services, and College Police to support check disbursements and sale of college's staff and student permits including sale of discount tickets from participating vendors.
- Revised the Norco College Welcome Email to include information regarding order of registration and Standards of Student Conduct.
- Continued the middle college enrollment practice by improving the annual application renewal process and implementation of the student orientation/A&R Conference in spring and fall terms.
- Provided detailed reporting and data retrieval services to academic departments and student services programs in support of grant funding and program performance.
- A&R supports various campus student programs and services:
  - Outreach (High School Visitations and Summer Advantage Program)
  - PUENTE
  - Talented Tenth Program (T3p)
  - Student Government
  - Assessment Center
  - Community Scholars
  - Foster Youth Initiative
  - Disability Resource Center (DRC)
  - CalWORKs
  - CTE Programs (IBEW, International Rectifier, ACE, Reemployment initiatives.)
  - Veterans Services

- o Extended Opportunities Programs & Services (EOPS) and CARE
- o Student Support Services Program (SSS) and SSS-RISE
- o John F. Kennedy Middle College High School Program (JFK)
- o Student Activities

- o MMAP Students
- o Athletics (Soccer)
- o International Students
- o STEM program
- o High School Concurrent Enrollment (HSCE)

5. Students Served

Admissions and Records provides assistance to current students and the general public. Services are provided through WebAdvisor or in-person.

Student Groups	Enrollment Headcount at Census							
	Summer '15		Fall '15		Winter '16		Spring '16	
General College Students	06/29/15	2,751	09/14/15	10,363	01/11/16	3,337	03/07/16	9,852

Norco College WebAdvisor Enrollment Activity

TERM	TOTAL	WEB	%	Change (%) from 2014-15
15SUM	3,093	2,602	84.13%	3.87%
15FAL	10,843	9,469	87.33%	-6.43%
16WIN	3,738	3,322	88.87%	4.10%
16SPR	10,458	9,547	91.29%	-3.77%

The data below represents the number of common services completed in Admissions and Records.

ADMISSIONS & RECORDS DUTIES 2015-2016						
OVER THE COUNTER SVCS	SUMMER	FALL	WINTER	SPRING	TOTAL	% CHANGE from 14/15
Add/Drop	242	1315	206	1126	2889	14%
Official Transcripts Requested in person	170	540	287	662	1659	10%
Enrollment Verification	41	230	28	239	538	21%
Change of Home College Location	61	164	50	128	403	-5%
Change of Information	106	366	53	200	725	-7%
Online Admissions Application (Manually Entered)	4	23	5	5	37	-14%

Paper Admission Applications	0	0	0	0	0	0%
Residency	28	104	27	76	235	-5%
AB 540	15	69	8	68	160	26%
JFK Parent Approval Forms	76	281	7	30	394	-5%
Transcript Scanned/Recorded	261	749	217	729	1956	22%
Approved Late Add Petitions	2	6	2	3	13	-60%
Extenuating Circumstances Petition	11	51	6	48	116	72%
Credit By Exams	2	12	2	44	60	45%
Student Email Blasts	12	49	10	62	133	39%
High School Concurrent Enrollment	47	47	0	44	138	41%
Duplicate File Merged	9	10	9	8	36	-55%
Registration Appointment Appeal	0	5	2	8	15	-31%
Athletic Eligibility	0	56	0	0	56	Baseline Measure

EVALUATIONS

Degree Applications Reviewed (Letters E-I, R, U, V, X, Y, Z)	274	286	184	1362	2106	Baseline Measure
Degree Applications Awarded (Letters E-1)	132	170	80	45	427	Baseline Measure
State Certificate Application Reviewed (District-wide)	251	268	202	741	1462	Baseline Measure
State Certificate Applications Awarded (District-wide)	131	174	84	169	561	Baseline Measure
Local Certificate Application Reviewed (District-wide)	184	173	(duty shifted to MVC)	(duty shifted to MVC)	357	Baseline Measure
Local Certificate Application Awarded (District-wide)	135	112	(duty shifted to MVC)	(duty shifted to MVC)	247	Baseline Measure

CASHIER'S OFFICE & OFFICIAL TRANSCRIPT PRODUCTION

Official Transcripts Batch Produced	2124	1721	921	1989	5206	Baseline Measure
Certification Requests (IGETC/CSU)	370	215	294	344	1223	Baseline Measure
Rush Transcript Requests	193	105	57	128	483	Baseline Measure

Miscellaneous Payments	277	334	41	278	930	Baseline Measure
Checks Disbursed	309	514	78	502	1403	Baseline Measure
CalWORKs Vouchers	122	182	38	150	492	Baseline Measure

ADMISSIONS & RECORDS DUTIES 2014-2015

OVER THE COUNTER SVCS	SUMMER	FALL	WINTER	SPRING	TOTAL	% CHANGE from 12/13
Add/Drop	131	748	233	858	1970	-5%
Official Transcripts Requested	123	594	204	568	1489	8%
Enrollment Verification	28	193	39	166	426	-23%
Change of Home College Location	82	172	45	124	423	60%
Change of Information	126	398	48	210	782	-8%
Online Admissions Application (Manually Entered)	0	24	11	8	43	77%
Paper Admission Applications	0	0	0	0	0	0%
Residency	42	95	25	85	247	22%
AB 540	26	53	9	31	119	-26%
JFK Parent Approval Forms	98	183	62	71	414	-28%
Transcript Scanned/Recorded	231	600	202	500	1533	-9%
Approved Late Add Petitions	2	15	2	13	32	19%
Extenuating Circumstances Petition	6	72	2	13	32	-60%
Credit By Exams	0	13	1	19	33	41%
Student Email Blasts	6	36	8	32	82	-4%
Duplicate File Merged	15	24	0	41	80	100%
Degree Applications Reviewed (Letters E-I)	4	5	23	14	46	50%
Degree Applications Awarded (Letters E-1)	246	176	108	958	1,488	26%
Certificate Application Reviewed (District-wide)	127	126	80	49 (710 Pending)	382 (710 Pending)	15%
Certificate Applications Awarded (District-wide)	356	316	134	722	1,528	-4%
Catalogs Reviewed/Update (Degree Audit District-wide)	172	196	69	164 (323 pending)	601(323 pending)	-3%
Registration Appointment Appeal	2	3	9	34	48	75%

II. Assessing Outcomes

1.A. Report on 2014-2015 Assessment Plan and Objectives for Student Services Area: <u>Admissions & Records</u>

Objectives: *Note: List about 5 of your service area objectives. Your objectives must be related to a strategic initiative, student services goal, or campus goal AND have one or more measurable outcome.*

1. Enhance the admission and enrollment process at Norco College.
   a. Communicate with District Information Services to develop effective steps to apply online.
   b. Modify and condense the welcome letter to provide accurate and effective information in a concise format.
   c. Conduct department meetings and training sessions to disseminate accurate instructions to students.
2. Increase student utilization of online services.
   a. Participation in bi-monthly meetings with Information Services.
   b. Provide workshops for special programs.
   c. Provide individual services to students.
3. Improve the quality of services in Admissions & Records and Cashier's Office.
   a. Provide accurate student information.
   b. Provide informational materials to students.
   c. Provide staff training sessions on an ongoing basis.
4. Collaborate with other Student Services Departments and Faculty members at Norco College.
   a. Provide enrollment assistance for special programs.
   b. Provide Assessment, Orientation, Counseling (AOC) instructions as part of initial matriculation.
   c. Continue to disseminate information regarding Census, Course Repetition, Grades, and Late Add Petitions to the Office of the Dean of Instruction.
5. Process all degree and certificate applications while evaluating all incoming transcripts and updating the degree audit system.
   a. Ensure application for graduation is available in a timely manner.
   b. Collaborate with counselors and articulation officer regarding graduation requirements and changes to program requirements.
   c. Coordinate with Senior Evaluator and Business Analyst to update degree audit system for all three colleges.
6. Provide accurate and reliable data reporting to all campus constituent groups.
   a. Provide data directly from student information systems.
   b. Provide regular training opportunities for end users
   c. Conduct data integrity checks for accuracy
7. Process eligibility requirements for all athletes
   a. Regularly communicate with the athletic director, coaches, and dean of student life.
   b. Adhere to the athletic compliance and regulations manual.

8. Admissions & Records staff members will continue to participate in regional and state trainings to maintain compliance with CA Education Code and Title V regulations.
   a. Continue to attend Region 9 training sessions on FERPA and Residency.
   b. Continue to attend CACCRAO, ACCRAO, and Ellucian.

	Objective	Student Learning Outcome (SLO) Or Service Area Outcome (SAO)	Relevance of objective to Norco College Mission	Assessment Criteria (Specify Target Performance Level)	Assessment Measure (Measurement tool)	Completion (or anticipate completion)/ Findings*	Improvement Recommendations (next step)*	Assessment Status A) Continued/ modified B) Moved to Strengths C) Discontinued (please state why)
1.	**Objective #1:** Enhance the Admission and Enrollment process at Norco College.	**SLO:** Students will learn to submit the college application using the new online application system, OpenCCCApply.	Effective use of technology to enhance the online application process.	Maintain or increase the number of applicants within 5% to ensure clarity of instruction and direction are provided. 2014-15 data will establish baseline measure.	Term based report of applicants will be reviewed.	Completion: Spring 2014

Findings: Goal was not met.
13,915 applications were submitted to Norco College through CCCApply in 2013-14 and 13,012 were submitted by students after migrating to OpenCCCApply. A&R missed the goal by 1%. | Continue to update the application launching page and provide information to students in-person and online. While A&R didn't meet its goal, data shows that Norco College received only 903 fewer applications from 2013-14. As the decrease of applicants may be linked to the increasing job market, the presenting data serves as evidence that planning and execution of the migration to OpenCCCApply was effective. | **This assessment has been discontinued as a result of successful migration to OpenCCCApply.** |
| 2. | **Objective #1.A:**

Ensure access to students, general public, and community | **SLO:** High School students will learn to submit the high school concurrent requirements by the deadline. | Provide additional enrollment access and enhance community partnerships. | Increase the number of high school applicants by 5% each year. 2014-15 data will establish baseline measure. | Term based report of applicants will be reviewed for comparison. | Completion: Spring 2014

Findings: Baseline data established this year. | Continue to advertise to CNUSD, online, and in-person. Continue to collaborate with Outreach and CTE to promote the program. Possibly host an information session | **This assessment has been moved to strengths as a result of data gathered.** |

#	Objective	SLO						
	partnerships.					14SUM-15 14FAL-24 15SPR-41	specific to HSCE.	
3.	**Objective #5:** Admissions & Records staff members will continue to participate in regional and state trainings to maintain compliance with CA Education Code and Title V regulations.	**SLO:** A&R staff members will enhance their skills through adequate training in areas of FERPA, Customer Service, OpenCCCApply, A&R Statewide Updates, and Residency.	Serve students with well trained and knowledgeable staff members to ensure accuracy and great customer service.	80% of staff members will demonstrate knowledge in at least one of the following training areas.	Post survey sent to staff members who attended the training sessions.	Completion: Fall 2014 Findings: Goal is met. 100% of staff demonstrated knowledge in at least one training area. 11 A&R staff members attended the training. Based on open-ended questions, 4 staff members learned from 4 sessions, 4 staff members learned from 3 sessions, and 3 staff members learned from 2 sessions.	Continue to provide opportunities for staff members to receive training in various areas of A&R. Continue to evaluate the effectiveness of training opportunities. Continue to attend CACCRAO's Region IX and X Workshops. Augmentation of A&R funds is necessary to support professional growth opportunities for some employees to attend.	**This assessment has been discontinued, although this opportunity will remain available for all A&R staff members to attend every fall term.**
4.	**Objective #2:** Increase student utilization of online services.	**SLO**: By participating in the Student Portal Workshop, students will learn to access the student portal.	Effective use of technology to enhance student online services.	80% of Norco College student will access the student portal. 2014-15 data will establish baseline measure.	Term based report of students who have accessed the student portal.	Completion: Spring 2014 Findings: Student Portal will be launched in 15FAL.	A&R will wait until the Student Portal is launched before performing assessment outcomes.	**A&R will continue to assess the effectiveness of the Student Portal when it is fully implemented.**
5.	**Objective #2:** Increase student utilization of online	**SLO:** By providing clear directions and assistance, students will learn to request transcripts using	Effective use of technology to enhance delivery of transcripts from paper to	Increase the number of students using Credentials by 5% each year. 2014-15 data will establish	Term based report of student will be reviewed to determine	Completion: Spring 2014 Findings:	A&R will wait until Credentials is launched before performing assessment outcomes.	**A&R will continue to assess the effectiveness of the Credentials Solutions when it is fully implemented.**

services.	Credentials.	electronic format.	baseline measure.	accessibility of Credentials Transcript solution.	Credentials will be fully implemented in January 2016. Assessment will resume then.		

*Please see appendix for description.

II.1.B. Program Modifications for 2014-2015 Data Assessment ("Closing the Loop")
Note: For 2014-2015 outcomes assessments you are continuing or modifying in your 2015-2016 Assessment plan, please provide a brief description on how your area used outcome data from last year to drive programmatic modifications to improve services to students.

Outcome	Evidenced and detailed (Describe how you used outcome data for programmatic modifications)
Assessments in 2014-15 were all either discontinued and implemented or identified as strengths. As a result, loop closing was reported for an assessment that was completed in 15FAL and modified for further improvement in 16SPR. **SLO#2 Students will learn their registration appointment and available open classes as a result of continuous email notification system.**	*As a result of the large group of students who responded to the email reminder in 15FAL, modifications to the assessment in 16SPR were implemented to increase the total number of reminder emails sent taking during the registration period rather than the last week before the start of the term. Based on the fall to spring modification, A&R has restructured its assessment measure to incorporate headcount and spaces to determine the effectiveness of the email reminders. Based on data from 16SPR, A&R anticipates additional changes to improve effectiveness of SLO in 2016-17 before fully implementing this workflow as part of A&R's responsibility.*
Students will learn to submit the college application using the new online application system, OpenCCCApply.	*While the goal was not met and missed by 903, A&R successfully implemented OpenCCCApply with 13,012 students completing the application. As a result, while we have discontinued the outcome, A&R will continue to track the system to ensure a seamless application process.*
High School students will learn to submit the high school concurrent requirements by the deadline.	*138 applicants in 2015-16 is a 41% increase from last year's data. As a result, this assessment has been moved to strengths while A&R continues to track data annually.*
A&R staff members will enhance their skills through adequate training in areas of FERPA, Customer Service, OpenCCCApply, A&R Statewide Updates, and Residency.	*While A&R will discontinue the outcome, training for staff members will resume as it proves beneficial for members to receive training opportunities in various areas including Veterans, A&R, Cashier's Office, and Evaluations.*
By participating in the Student Portal Workshop, students will learn to access the student portal.	*The implementation of the Student Portal was delayed and as a result, A&R cannot assess the effectiveness of the portal. A&R will assess after going live or during the soft launch in 16FAL.*
By providing clear directions and assistance, students will learn to request transcripts using Credentials.	*The implementation of Credentials Solutions was delayed and as a result, A&R cannot assess the effectiveness of the comprehensive transcript solution. A&R will continue to assess after going live beginning 16SUM.*

II.2.A. 2015-2016 Assessment Plan for Student Services Area: <u>Admissions & Records</u>

Objectives:

1. Enhance the admission and enrollment process at Norco College.
   a. Communicate with District Information Services to develop effective steps to apply online.
   b. Modify and condense the welcome letter to provide accurate and effective information in a concise format.
   c. Conduct department meetings and training sessions to disseminate accurate instructions to students.
2. Increase student utilization of online services.
   a. Participation in bi-monthly meetings with Information Services.
   b. Provide workshops for special programs.
   c. Provide individual services to students.
3. Improve the quality of services in Admissions & Records and Cashier's Office.
   a. Provide accurate student information.
   b. Provide informational materials to students.
   c. Provide staff training sessions on an ongoing basis.
4. Collaborate with other Student Services Departments and Faculty members at Norco College.
   a. Provide enrollment assistance for special programs.
   b. Provide Orientation, Assessment, Counseling (OAC) instructions as part of initial matriculation.
   c. Continue to disseminate information regarding Census, Course Repetition, Grades, and Late Add Petitions to the Office of the Dean of Instruction.
5. Process all degree and certificate applications while evaluating all incoming transcripts and updating the degree audit system.
   a. Ensure application for graduation is available in a timely manner.
   b. Collaborate with counselors and articulation officer regarding graduation requirements and changes to program requirements.
   c. Coordinate with Senior Evaluator and Business Analyst to update degree audit system for all three colleges.
6. Admissions & Records staff members will continue to participate in regional and state trainings to maintain compliance with CA Education Code and Title V regulations.
   a. Continue to attend Region 9 training sessions on FERPA and Residency.
   b. Continue to attend CACCRAO, ACCRAO, and Ellucian Conference.

	Objective	Student Learning Outcome (SLO) or Service Area Outcome (SAO)	Relevance of objective to Norco College Mission*	Assessment Criteria (Specify Target Performance Level)	Assessment Measure (Measurement tool)	Completion (or anticipate completion)/ Findings**	Improvement Recommendations (next step)*
1.	Enhance the admission and enrollment process at Norco College.	**SLO 1:** By participating in the athletic eligibility workshop, student athletes will learn to access WebAdvisor to view their priority registration date and enroll in classes.	2a- Provides support and encouragement through application of emerging technologies	80% of Norco College student athletes will access WebAdvisor to enroll in classes during priority registration period.	Term based report of students who have accessed WebAdvisor and enrolled in classes.	Completion: Spring 2016 **Goal not met.** 15SUM – 8/53 (15%) 15FAL – 44/63 (70%) 16WIN – 27/70 (40%) 16SPR – 48/74 (65%)	Athletic coaches and Dean of Student Life will need to incorporate A&R staff in the workshop to emphasize priority registration group II access. Athletic coaches often delay the list of athletes to be flagged for priority registration, which further delay notification to students of access to priority registration period. Consider pre-identifying students who are on probation and those auditing courses as they aren't eligible to enroll during priority registration period.
2.	Improve the quality of services in Admissions and Records.	**SLO 2:** Students will learn their registration appointment and available open classes as a result of continuous email notification system.	2a- Provides support and encouragement through application of emerging technologies	Establish baseline and increase 5% every year.	Term based report of enrolled students who were able to add courses after receiving reminder emails.	Completion: Spring 2016 **Baseline data was established in fall, but goal was met in spring.** 15FAL: Aug. 21 6271 students were reminded 719 students enrolled 16SPR Jan 13 14.7% Headcount	Continue to assess and streamline the process to include weekly emails to students from the start of the registration period to the second week after the start of the term to ensure consistency. Utilization of headcount and spaces spreadsheet provides a general comparison between difference in enrollment from previous year.

#							
						16% spaces Jan 22 6% Headcount 4.2 spaces Feb 2 6.2% Headcount 5.1% spaces Feb 9 7.5% headcount 7.2% spaces	
3.	Enhance the admission and enrollment process at Norco College.	**SLO 3:** Students will enroll in second 8-week courses as a result of reopening the application period three weeks after the start of a major term.	2a- Provides support and encouragement through application of emerging technologies	Establish baseline and increase by 5% every year.	Term based report of the number of students who enrolled in the second 8 week session. .	Completion: Spring 2016 **Baseline data was established**: 15FAL- 160 16SPR- 69	Continue to assess. Change assessment measure to capture total applicants from those who actually enrolled in classes. This should provide a clear depiction of access to college versus courses that may have filled as a result.
4.	Increase utilization of online services.	**SLO 4:** As a result of providing regular college workshops, students will learn to request electronic official transcripts using Credentials Solution.	2a- Provides support and encouragement through application of emerging technologies	50% of all transcript requests will be electronically transmitted by Credentials Solution.	Term based report of students who have accessed Credentials Solution to send electronic transcripts.	Completion: Spring 2016 **Goal was not met.** Implementation of Credentials Solution was postponed to 16SUM.	Assessment will resume after implementation.
5.	Increase utilization of online services.	**SLO 5:** As a result of providing regular college workshops, students will learn to enroll in courses using the Student Portal.	2a- Provides support and encouragement through application of emerging technologies	Establish baseline and increase by 20% each term.	Term based report of student will be reviewed to determine accessibility of Student Portal.	Completion: Spring 2016 **Goal was not met.** Implementation of Student Portal was postponed to 17SPR. Soft launch will take place 16FAL to a pilot group of 25 students or the Summer Advantage Program.	Assessment will resume after implementation

6.	Determine effectiveness of email reminders for payment deadline.	**SAO 1:** Students will be reminded of the payment deadline as a result of email reminders sent by A&R.	2a- Provides support and encouragement through application of emerging technologies	80% of students will benefit from email reminders to avoid being dropped for non-payment.	Annual satisfaction survey	Completion: Spring 2016 **Goal was met.** 96.5% of students appreciate regular email reminders sent by A&R staff. Surveyed-259 students (250 agreed, and 9 disagreed)	Elaborate on email reminders to include additional information such as registration reminders, payment deadline, drop for non-payment, and other enrollment deadlines.
7.	Improve the quality of services in Admissions & Records.	**SAO 2:** As students utilize in-person services, determine student preference in utilizing in person services from services that are only available on campus.	1a- Service to students, community, and workforce by providing educational opportunities	80% of students who seek services in-person prefer to receive services in person. 90% of students who requested services in-person found these services to be offered in-person only.	Annual survey	Completion: Spring 2016 **Goal was met** -96.5% of students prefer to receive services in person. Survey: 195 preferred services in person vs. 35 who didn't but did. -63% of students received services as these services were only available in person. Survey: 146 requested services in person as these services were only available in person vs. 85 requested services in person although same services were available online.	Continue to assess not only quality of services provided at the front counter, but also determine if online access is an issue.

*Please see appendix for description.
**More detailed description on the following page.

II.2.B.   2015-2016 Assessment Plan Findings/Data Analysis

SLO #1: By participating in the athletic eligibility workshop, student athletes will learn to access WebAdvisor to view their priority registration date, add/drop classes and pay fees on time.

Findings/Data Analysis: Goal was not met.

Term	Students Enrolled	Total number of Athletes	% Enrolled during Priority Reg.
15SUM	8	53	15%
15FAL	44	63	70%
16WIN	27	70	40%
16SPR	48	74	65%

Improvement Recommendations
- Athletic coaches and Dean of Student Life will need to incorporate A&R staff in the workshop to emphasize priority registration group II access.
- Athletic coaches often delay the list of athletes to be flagged for priority registration, which further delay notification to students of access to priority registration period.
- Consider pre-identifying students who are on probation and those auditing courses as they aren't eligible to enroll during priority registration period and remove these two groups from general list of students with access to priority registration.

SLO #2: Students will learn their registration appointment and available open classes as a result of continuous email notification system.

Findings/Data Analysis

- Fall 2015
    - 6,271 students who had not enrolled in 15FAL were reminded via email to enroll in 15FAL classes on August 21, 2015.
    - This email reminder resulted in 719 students (11%) who decided to enroll in courses.

- Spring 2016
  - Since early notification was necessary for students to enroll in classes, A&R decided to send reminders earlier than fall.
  - Email reminders were sent to students four times throughout the registration period in 16SPR from January 12th through February 8th.
  - Rather than using the general list of students who were reminded versus those who actually enrolled, A&R used the daily headcount and spaces report that is produced by Information Services to ensure accuracy.
  - Data from Headcount and Spaces are compared from previous year's term which reflect the percent increase or decrease on specific days during the enrollment period.
  - A&R found that when email reminders were sent, data in areas of headcount and spaces generally increase from the previous day's activity.

Term	Reminded	Enrolled	Percent
Fall 2015	6482	719	11%

Spring 2016	1/13	1/22	2/2	2/9
Headcount	14.70%	6%	6.20%	7.50%
Spaces	16%	4.20%	5.10%	7.20%

Improvement Recommendations
- Continue to assess and streamline the process to include weekly emails to students from the start of the registration period to the second week after the start of the term to ensure consistency.
- Utilization of headcount and spaces spreadsheet provides a general comparison between differences in enrollment from previous year.

SLO #3: Students will enroll in second 8-week courses as a result of reopening the application period three weeks after the start of a major term.

Findings/Data Analysis: Baseline data was established
- After the application deadline for fall and spring, the online admission application was reopened after census to allow students to apply and enroll for the second 8-wk courses beginning in October or April, respectively.
- 160 students were able to apply and enroll in classes after reopening the application in 15FAL.

- 69 students were able to apply and enroll in classes after reopening the application in 16SPR.

Enrolled in second 8 week session after application was reopened	
Fall 2015	160
Spring 2016	69

Improvement Recommendations
- Continue to assess.
- Change assessment measure to capture total applicants from those who actually enrolled in classes. This should provide a clear depiction of access to college versus courses that may have filled as a result.

SLO #4: As a result of providing regular college workshops, students will learn to request electronic official transcripts using Credentials Solution.

Findings/Data Analysis: Goal was not met.
- Implementation of Credentials Solution was postponed to 16SUM.

Improvement Recommendations
- N/A

SLO #5: As a result of providing regular college workshops, students will learn to enroll in courses using the Student Portal.

Findings/Data Analysis: Goal was not met.
- Implementation of Student Portal was postponed to 17SPR.
- Soft launch will take place 16FAL to a pilot group of 25 students or perhaps, the Summer Advantage Program.

Improvement Recommendations
- N/A

SAO #1: Students will be reminded of the payment deadline as a result of email reminders sent by A&R.

Findings/Data Analysis: Goal was met.
- 96.5% of students appreciate regular email reminders sent by A&R staff.

- Surveyed-259 students (250 agreed, and 9 disagreed)

Questions	YES	NO
I appreciate the reminder emails that I receive regarding payment deadlines.	195	35

Improvement Recommendations

- Elaborate on email reminders to include additional information such as registration reminders, payment deadline, drop for non-payment, and other enrollment deadlines.

SAO #2: As students utilize in-person services, determine preference in utilizing services in person and services that are only offered in person.

Findings/Data Analysis: Goal was met.
- 96.5% of students prefer to receive services in person.
  - Survey: 195 preferred services in person vs. 35 who didn't but did.
- 63% of students received services as these services were only available in person
  - Survey: 146 requested services in person as these services were only available in person vs. 85 requested services in person although same services were available online.
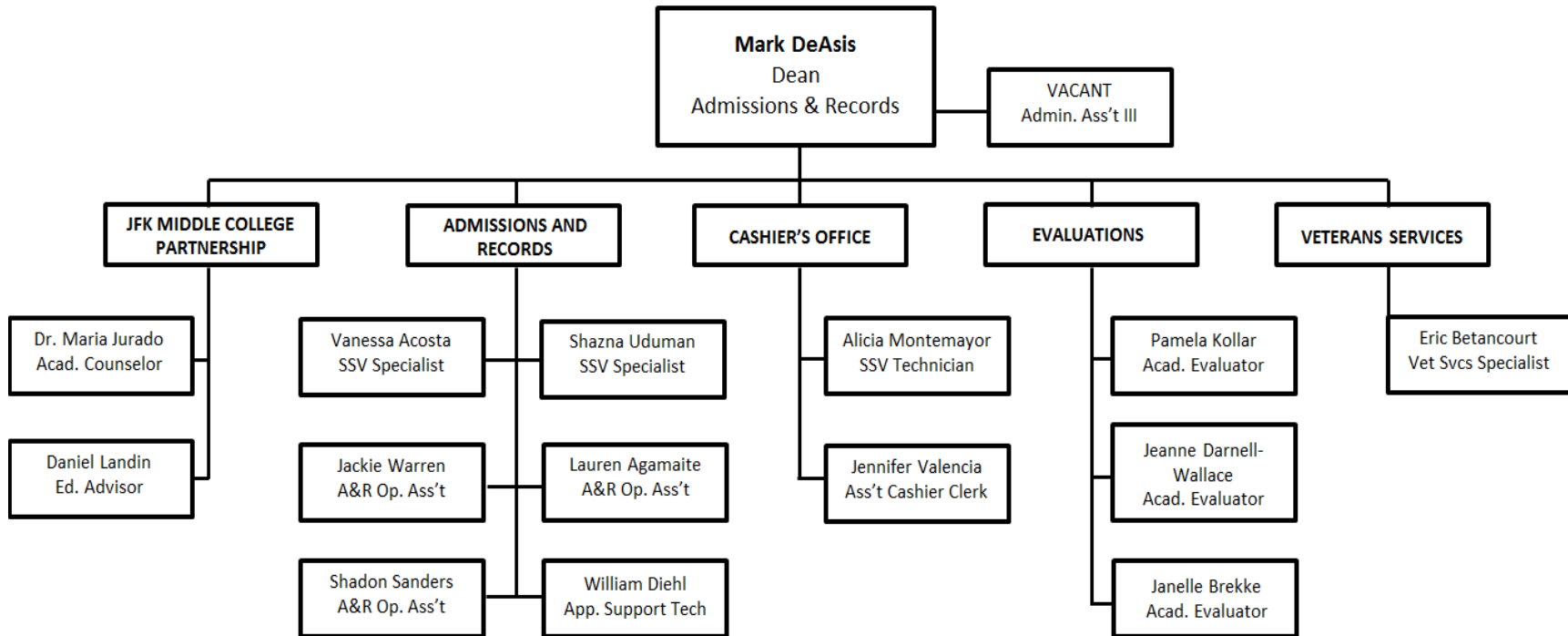
Questions	YES	NO
Do you prefer to receive A&R services in person?	195	35
Is the service that you requested today only offered in person?	146	85

Improvement Recommendations
- Continue to assess not only quality of services provided at the front counter, but also determine if online access is an issue.

III. Needs Assessment

1. Staffing Level

```
                                    Mark DeAsis
                                       Dean
                                Admissions & Records  ───────  VACANT
                                                               Admin. Ass't III

   JFK MIDDLE COLLEGE      ADMISSIONS AND        CASHIER'S OFFICE      EVALUATIONS      VETERANS SERVICES
      PARTNERSHIP             RECORDS

   Dr. Maria Jurado     Vanessa Acosta    Shazna Uduman    Alicia Montemayor    Pamela Kollar      Eric Betancourt
   Acad. Counselor      SSV Specialist    SSV Specialist   SSV Technician       Acad. Evaluator    Vet Svcs Specialist

                                                                                Jeanne Darnell-
   Daniel Landin        Jackie Warren     Lauren Agamaite  Jennifer Valencia    Wallace
   Ed. Advisor          A&R Op. Ass't     A&R Op. Ass't    Ass't Cashier Clerk  Acad. Evaluator

                        Shadon Sanders    William Diehl                         Janelle Brekke
                        A&R Op. Ass't     App. Support Tech                     Acad. Evaluator
```

2. Staffing Profile

Position	Staffing Levels for Each of the Previous Five Years						Anticipated total staff needed	
	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016		2016-2017	2017-2018
Administration	1	1	1	1	1		1	1
Classified Staff FT	3	2	3	5	7		12	12
Classified Staff PT	5	5	7	2	4		2	2
Confidential Staff FT								
Faculty FTE Full time								
Faculty FTE Part time								
Total Full Time Equivalent Permanent Staff	5.5	5.5	5.5	7.5	10		14	14
Short Term Staff	0	0	0	0	0		0	0
Student Workers	5.5	5.5	5.5	3	5		4	4

3. Improvement Areas

1. An existing delay of scanned transcripts is evident in A&R since there are only three part-time A&R Operations Assistants who provide scanning services while serving the front counter. This is impacting services in Counseling as counselors refer to official transcripts to advise students appropriately. During peak times, students at the front counter are prioritized. As anticipated, an upcoming modification to the scanning workflow will further delay the scanning of transcripts. This issue needs to be address by restructuring the three existing part-time A&R Operations Assistant positions to full-time in order to ensure scanning needs are met. Currently, one A&R Operations Ass't was granted additional hours for a limited time. This temporary increase in hours presents an issue with CSEA as there is a need to permanently increase workload as evidenced by the repeated request to increase workload.

2. Based on the new Board of Governor's (BOG) Fee Waiver regulations, previously eligible students who are on dismissal may no longer receive the BOG fee waiver. As a result, an appeal process will be available and merged with the existing Registration Appeal process that is already housed in A&R. A&R will facilitate both appeal processes, which will increase the student volume served at the front counter. A specific staff member, at a minimum of 10 hours a week, will be needed to support both of these functions.

3. There is a delay in processing Extenuating Circumstances Petitions and duplicate file merge process as staff members are facilitating other duties within the department.
4. As CTE and work experience programs increase, there is a huge need to provide manual registration, adjustments, and specialized billing corrections that often take place for students in these programs. As a result, an urgent need to centralize all manual enrollment and adjustments to one specific A&R staff and the billing adjustments to the Student Account Specialist are necessary to keep these programs afloat at Norco College.
5. There are only two full-time staff members in Admissions and Record and one staff member who is currently serving as a support technician. There are four permanent part-time employees, each scheduled to work 19 to 29 hours a week. A need to increase staffing levels would strengthen the services provided.

4. Staff Needs

NEW OR REPLACEMENT STAFF (Administrative, Faculty, or Classified)

List Staff Positions Needed for Academic Year 2016-2017 Please be as specific and as brief as possible when offering a reason. Place titles on list in order (rank) or importance.	Indicate N = New R=Replacement I = Increase time	Annual TCP* TCP for employee
1. Student Services Specialist 25.15% (Restructure Existing Position to Full Time) Reason: Restructure existing PPT Student Services Specialist to 100% in order to provide overall department assistance. This position is necessary to secure additional functions associated with Registration and BOG Fee Waiver Appeals. Based on the new Board of Governor's (BOG) Fee Waiver regulations, previously eligible students who are on dismissal may no longer receive the BOG fee waiver. As a result, an appeal process will be available and merged with the existing Registration Appeal process that is already housed in A&R. A&R will facilitate both appeal processes, which will increase the student volume served at the front counter. A specific staff member, at a minimum of 10 hours a week, will be needed to support both of these functions.	I	$24,111
2. A&R Operations Assistant 50.5% (Restructure Existing A&R Op. Ass't 1 to Full Time) Reason: Restructure existing PPT A&R Operations Assistants to 100% in order to provide overall department assistance. This position is necessary to ensure scanning needs are met along with serving students at the front lines. An existing delay of scanned transcripts is evident in A&R since there are only three part-time A&R Operations Assistants who provide scanning services while serving the front counter. This is impacting services in Counseling as counselors refer to official transcripts to advise students appropriately. During peak times, students at the front counter are prioritized. As anticipated, an upcoming modification to the scanning workflow will further delay the scanning of transcripts. This issue needs to be addressed by restructuring the three existing part-time A&R Operations Assistant positions to full-time in order to ensure scanning needs are met.	I	$51,676
3. A&R Operations Assistant 51% (Restructure Existing A&R Op. Ass't 2 to Full Time) Reason: Restructure existing PPT A&R Operations Assistants to 100% in order to provide overall department assistance. This position is necessary to ensure scanning needs are met along with serving students at the front lines. An existing delay of scanned transcripts is evident in A&R since there are only three part-time A&R Operations Assistants who provide scanning services while serving the front counter. This is impacting services in Counseling as counselors refer to official transcripts to advise students appropriately. During peak times, students at the front counter are prioritized. As anticipated, an upcoming modification to the scanning workflow will further delay the scanning of transcripts. This issue needs to be addressed by restructuring the three existing part-time A&R Operations Assistant positions to full-time in order to ensure scanning needs are met.	I	$51,098

4. A&R Operations Assistant 51% (Restructure Existing A&R Op. Ass't 3 to Full Time) Reason: Restructure existing PPT A&R Operations Assistants to 100% in order to provide overall department assistance. This position is necessary to ensure scanning needs are met along with serving students at the front lines. An existing delay of scanned transcripts is evident in A&R since there are only three part-time A&R Operations Assistants who provide scanning services while serving the front counter. This is impacting services in Counseling as counselors refer to official transcripts to advise students appropriately. During peak times, students at the front counter are prioritized. As anticipated, an upcoming modification to the scanning workflow will further delay the scanning of transcripts. This issue needs to be addressed by restructuring the three existing part-time A&R Operations Assistant positions to full-time in order to ensure scanning needs are met.	I	$51,655
6. Student Services Specialist (PPT 19 hrs/wk) Reason: This position is essential to increase staffing support and dedicated services to programs that require manual enrollment, management, and assistance particularly in the areas of CTE where new initiatives are generally implemented. Adding this position would result in seamless enrollment for students in special programs while creating a point of contact who is specifically responsible for campus programs outside of the general population.	N	$23,470
6. Student Account Specialist (PPT 19 hrs/wk) Reason: This position is essential to increase staffing support and to provide Student Accounts services at the Cashier's Office. Services to students that stem from Student Activities and Student Financial Services cannot be supported by a single Permanent Part-time Assistant Cashier Clerk who is simultaneously serving students at the cashier window. In addition, maintenance of all sponsored billing programs including CalWORKs, International Rectifier, Veterans Services, Workforce Investment Act and others will eventually have to be supported at Norco College and not by RCC.	N	$22,485
9. Enrollment Services Coordinator Reason: Admissions and Records facilitates many functions for Norco College. As the Dean of A&R is responsible for other areas, it is important to invest in a coordinator responsible for the daily activities within the department. This position would be responsible for coordinating student employees, scheduling, and provide assistance in the absence of the dean.	N	$96,245

* TCP = "Total Cost of Position" for one year is the cost of an average salary plus benefits for an individual. New positions (not replacement positions) also require space and equipment. Please speak with area manager to obtain accurate cost estimates. Please be sure to add related office space, equipment and other needs for new positions to the appropriate form and mention the link to the position.

5. Equipment (*Not* including technology) Needs *Not* Covered by Current Budget

List Equipment or Equipment Repair Needed for Academic Year 2016-2017 **Please list/summarize the needs of your unit below.** **Please be as specific and as brief as possible.** Place items on list in order (rank) or importance.	Annual TCO*		
	Cost per item	Number Requested	Total Cost of Request
1. <u>Reason:</u>			
2. <u>Reason:</u>			
3. <u>Reason:</u>			
4. <u>Reason:</u>			
5. <u>Reason:</u>			
6. <u>Reason:</u>			

* TCO = "Total Cost of Ownership" for one year is the cost of an average cost for one year. Please speak with your area manager to obtain accurate cost estimates.
If equipment needs are linked to a position please be sure to mention that linkage.

6. Technology++ Needs <u>Not</u> Covered by Current Budget
<mark>NOTE: Technology; excludes software, network infrastructure, furniture, and consumables (toner, cartridges, etc.)</mark>

Annual TCO*

Priority	EQUIPMENT REQUESTED	New (N) or Replace-ment (R)?	Program: New (N) or Continuing (C)?	Location (i.e Office, Classroom, etc.)	Is there existing Infra-structure ?	How many users served ?	Has it been repaired frequently ?	Cost per item	Number Requested	Total Cost of Request
1. Usage / Justification										
2. Usage / Justification										
3. Usage / Justification										
4. Usage / Justification										
5. Usage / Justification										

- TCO = "Total Cost of Ownership" for one year is the cost of an average cost for one year. Please speak with your area manager to obtain accurate cost estimates. If equipment needs are linked to a position please be sure to mention that linkage.
- ++Technology is (1) equipment that attaches to a computer, or (2) a computer is needed to drive the equipment.

7. Facilities Needs *Not* Covered by Current Building or Remodeling Projects*

List Facility Needs for Academic Year 2016-2017 **(Remodels, Renovations or added new facilities)** Place items on list in order (rank) or importance.	Total Cost of Request
1. Cashier's Office Signage, Payment Dropbox, Wind Deflector, and Stanchions Reason: The exterior service area needs appropriate signage to direct student appropriately. A drop box is needed from the external window with a wind deflector and stanchions to ensure students form a line.	**Pending**
2. Reason:	
3. Reason:	
4. Reason:	
5. Reason:	
6. Reason:	

*Please speak with your area manager to obtain accurate cost estimates and to learn if the facilities you need are already in the planning stages.

8. Professional or Organizational Development Needs *Not* Covered by Current Budget*

List Professional Development Needs for Academic Year 2016-2017 Reasons might include in response to assessment findings or the need to update skills. **Please be as specific and as brief as possible**. Some items may not have a cost per se, but reflect the need to spend current staff time differently. Place items on list in order (rank) or importance.	Cost per item	Number Requested	Total Cost of Request
1. Ellucian Users Group Reason: Ellucian holds an annual conference to promote user best practices, information sharing and networking among Datatel clients. Many ideas that enhance enrollment practices stem from the 'best practices' shared through this national conference.	**$2,000.00**	**2**	**$4,000.00**
1. CA Assoc. of Community College Registrars and Admissions Officers (CACCRAO) Reason: CACCRAO shares best practices that are essential for those who are interested in professional development opportunities. An AST and 2 A&R Specialists should be able to attend this event.	**$2,000.00**	**3**	**$6,000.00**
3. Reason:			
4. Reason:			
5. Reason:			
6. Reason:			

*It is recommended that you speak with Human Resources or the Management Association to see if your request can be met with current budget.

9. SAFETY NEEDS _not_ covered by current budget

List Safety Needs for Academic Year 2016-2017 Please list/summarize the needs of your unit below. Please be as specific and as brief as possible. Not all needs will have a cost, but may require a reallocation of current staff time. Place items on list in order (rank) or importance.	Cost per item	Number Requested	Total Cost of Request
1. Security Camera System (Replacement) Reason: The previous camera system in A&R and Cashier's Office was never replaced through secondary effects of the SSV building. In an event of an emergency, a video system would be useful while serving as a great deterrent. At the last Internal Audit report, a video surveillance system was required for safety purposes.	**$2,000.00**	**1**	**$2,000.00**
2. Reason:			
3. Reason:			
4. Reason:			
5. Reason:			
6. Reason:			

10. OTHER NEEDS *not* covered by current budget

List Other Needs for Academic Year 2016-2017 Please list/summarize the needs of your unit below. Please be as specific and as brief as possible. Not all needs will have a cost, but may require a reallocation of current staff time. Place items on list in order (rank) or importance.	Cost per item	Number Requested	Total Cost of Request
1. Budgetary Augmentation for A&R <u>Reason:</u> A&R maintained the same budget prior to serving Veterans, JFK, Evaluations, High School Concurrent Enrollment, Athletics, and data services. In order to sustain services, a budget augmentation is necessary for materials, events, training, and various others expenditures impacting departmental success.	**10,000**	**1**	**10,000**
2. <u>Reason:</u>			
3. <u>Reason:</u>			
4. <u>Reason:</u>			
5. <u>Reason:</u>			
6. <u>Reason:</u>			

(The follow is for use for your assessment plans in sections II.1.A. and II.2.A.)

Norco College Mission Statement

Norco College serves our students, our community, and its workforce by providing educational opportunities, celebrating diversity, and promoting collaboration. We encourage an inclusive, innovative approach to learning and the creative application of emerging technologies. We provide foundational skills and pathways to transfer, career and technical education, certificates and degrees.

Link of your outcomes assessment with the following options listed from the components of the Norco College Mission Statement.

1. Service to students, community, and workforce
   a. By providing educational opportunities
   b. By celebrating diversity
   c. By promoting collaboration

2. Provides support and encouragement through
   a. Innovative approach to learning
   b. Application of emerging technologies

3. Provides foundational skills and pathways to transfer, career and technical education, certificates and degrees.

Example:
- ***SLO- Students will learn the services available through WebAdvisor.***
- How it is linked to the Mission Statement:
  - ***2b – Provides support and encouragement through application of emerging technologies.***