STUDENT SERVICES PROGRAM REVIEW WORKSHEET

Student Services Area: ___ADMISSIONS & RECORDS_____

Prepared by: _____MARK DeASIS_____

Academic Year: _____ 2016-2017_____

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 current and prospective 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, registration, college ID, and welcome emails.
- Complete all course enrollment activities including add, drop, pass/no pass and audit options, reinstatements, credit-by-exams, work experience enrollment adjustments, record retention, document imaging, and archiving of documents.
- Creates college registration timeline including deadlines and enrollment priorities for various student groups.
- Collaborates with Information Services to ensure appropriate online services for students, staff, and faculty.
- 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 for the Norco College athletes by providing ongoing eligibility verifications as outlined by the CA Community College Athletic Association, Constitution, and Bylaws.
- Leads the college Registration Workgroup/Committee to determine registration priorities.

4. Strengths

- Facilitated enrollment services to 10,734 students (09/03/16 in Fall 2016).
- Over 93% of students are enrolling in courses using the online system every term.
- Implemented the Mustang Stampede to Enrollment, allowing students to complete all enrollment steps in one day versus waiting for 8 days of processing time.
- Implemented a comprehensive official transcript solution including electronic transcript delivery option through the use of Credentials Solutions.
- Facilitated the implementation of MyPortal by participating in the governance team as well as leading the campus-wide launch.
- Participated in various campus-wide initiatives including Summer Advantage, Completion Initiative, CTE partnerships, and Dual Enrollment initiatives.

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 '16		Fall '16		Winter '17		Spring '17	
General College Students	06/27/16	3,354	09/12/16	10,559	01/10/17	3,565	02/27/17	9,650

Norco College WebAdvisor Enrollment Activity

TERM	TOTAL	WEB	%	Change (%) from 2015-16
16SUM	3,717	3,495	94%	+9.87%
16FAL	10,734	10,161	94.6%	+7.27%
17WIN	3,989	3,745	93.8%	+4.93%
17SPR	10,153	9,798	96.5%	+4.21

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

OVER THE COUNTER SVCS	SUMMER	FALL	WINTER	SPRING	TOTAL
Add/Drop	197	913	243	882	2235
Official Transcripts Requested in person	124	552	149	321	1146
Enrollment Verification	28	275	43	223	569
Change of Home College Location	94	188	67	107	456

Change of Information	65	279	54	198	596
Online Admissions Application (Manually Entered)	4	3	2	7	16
Paper Admission Applications	0	0	0	0	0
Residency	19	107	30	84	240
AB 540	15	69	21	48	153
JFK Parent Approval Forms	401	117	30	14	562
Transcript Scanned/Recorded	238	884	340	641	2103
Approved Late Add Petitions	1	21	2	11	35
Extenuating Circumstances Petition	7	56	14	44	121
Credit By Exams	1	12	2	15	30
Student Email Blasts	15	52	8	88	163
High School Concurrent Enrollment	68	56	0	52	176
Duplicate File Merged	4	7	6	6	23
Registration Appointment Appeal	0	6	0	7	13
BOG Appeals	0	41	10	30	81
Athletic Eligibility	43	76	40	56	217

II. Assessing Outcomes

1.A. Report on 2015-2016 Assessment Plan and Objectives for Student Services Area: Admissions & Records

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 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)	Assessment Status A) Continued/ modified B)Moved to Strengths C) Discontinued (please state why)
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	Continued/ Modified

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							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 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	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.	Continued/ Modified
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.	Continue/ Modified

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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.	Continue/ Modified
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	Continue/ Modified
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)	Email reminders should also include additional information such as registration reminders, payment deadline, drop for non-payment, and other enrollment deadlines to provide comprehensive information to students.	Continue/ Modified
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.	Continue to assess not only quality of services provided at the front counter, but also determine if online access is an issue.	Continue/ Modified

					-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.		

*Please see appendix for description.

II.1.B. Program Modifications for 2015-2016 Data Assessment ("Closing the Loop")
Note: For 2015-2016 outcomes assessments you are continuing or modifying in your 2016-2017 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)
SLO1: Encouraging athletes to enroll during priority registration period.	*As a result of underutilized priority registration access from student athletes, A&R needed to provide priority registration workshops during athletic information sessions which should be scheduled before priority registration period. Most recently, although A&R was included as a workshop presenter, the athletic information session was scheduled well after priority registration period. Future goal is to align the workshop prior to priority registration to ensure athletes are aware of eligibility requirements including priority registration access.*
SLO2: Registration appointment reminder for all students.	*Based on increasing enrollment of students in 15FAL and 16SPR immediately after sending registration reminders, A&R modified the assessment to send reminders on a weekly basis 4-5 weeks before the start of the term. The data from 2015-16 also prompted an implementation of a separate reminder email to each student on the day of their registration appointment. The secondary initiative began in 17SUM.*
SLO3: 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.	*Continue to assess. Assessment measure was changed from total number of applicants to the total number of enrolled students. This should provide a clear depiction of access to college versus courses that may have filled as a result. Findings in 2016-17 with the total number of enrolled students is higher than total number of applicants in 2015-16 so there is still a significant increase as a result of reopening the application for the second 8-week term.*
SLO4: Requesting electronic transcripts	*Rather than hosting workshops for students, A&R decided to provide a seamless ordering*

	process with ample resources available for all students. As a result, the assessment plan was changed and data supports this decision to change was effective based on the total number of electronic transcripts ordered.
SLO5: As a result of providing regular college workshops, students will learn to enroll in courses using the Student Portal.	*Similar to the implementation of the electronic transcript option, A&R decided that we should invest in ensuring a seamless workflow to avoid workshops as it would intrude on student's time. As a result, the launch occurred in April 2017 but we are still awaiting data from Information Services pertaining to total use of MyPortal.*
SAO1: Students will be reminded of the payment deadline as a result of email reminders sent by A&R.	*Email reminders were revised to include additional information such as registration reminders, payment deadline, drop for non-payment, and other enrollment deadlines to provide comprehensive information to students.*
SAO2: Determine student preference in utilizing in person services from services that are only available on campus.	*Efforts to assess the quality of services at the front counter continued, but A&R also needed to determine if online access presents limitations or issues. Based on data, it was imperative that we needed to research this matter further which was completed this year.*

II.2.A. 2016-2017 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:** Student athletes will learn to access WebAdvisor to view their priority registration date and enroll in classes during priority registration period.	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 during priority registration period after receiving email information from Athletic Eligibility specialist in A&R.	Completion: Spring 2017 Findings: **GOAL WAS NOT MET** Percentage is based on students who utilized priority registration access. 16SUM- (15 of 43 or 34.9%) 16FAL- (43 of 76 or 56.6%) 17WIN- (21 of 40 or 52.5%) 17SPR- (36 of 58 or 62.1%)	Ensure that "Athletic Day" is scheduled before Priority Registration period. This year, the event was held after priority registration period and as a result, students miss the opportunity to enroll in Early Registration Group II.
2.	Improve the quality of services in Admissions and Records.	**SLO 2:** Students will learn their registration appointment and enroll in classes as a result of registration email reminder from A&R sent to both personal and student email accounts.	2a- Provides support and encouragement through application of emerging technologies	Increase by 5% from previous term.	Term based report (fall and spring) of enrolled students who were able to add courses after receiving reminder emails.	Completion: Spring 2017 Findings: **GOAL IS MET in 16SUM/17WIN, but goal was not met in 16FAL/17SPR.** Email reminders were sent weekly for a period of 4-5 weeks before the start of term. Below are average percentage of enrollment (+/-) as a	There may be a general decline in enrollment or a much fewer number of courses offered in previous years to warrant a significant growth from email reminders. Perhaps adjustment in assessment criteria is necessary in times of declining enrollment trends.

						result of email reminders. 16SUM- 15.94% 16FAL- .2% 17WIN- 19.14% 17SPR- **-4.62%**	
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	Increase by 5% from previous.	Term based report (fall and spring)of the number of students who enrolled in the second 8 week session.	Completion: Spring 2017 Findings: **GOAL IS MET** 16FAL- 187 (14% increase) enrolled 17SPR- 76 (9% increase) enrolled	Continue assessment as is.
4.	Increase utilization of online services.	**SLO 4:** 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 2017 Findings: **GOAL WAS NOT MET** Report for 17SPR is based on activity in April and May 2017 only. 239 (34%) electronic transcripts produced out of 696.	Great start, but will need to continue assessment to determine trend.
5.	Increase utilization of online services.	**SLO 5:** 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 2017 Findings: Data is not yet available.	Continue to assess after receiving data.
6.	Improve quality of services in A&R.	**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 2017 Findings: **GOAL IS MET** 176 (94.6%) students appreciated the comprehensive email reminders out of 186 surveyed.	SAO will be discontinued since the payment deadline will be cancelled beginning 17FAL until further notice.

7.	Improve quality of services in A&R.	**SAO 2:** A&R will determine whether students prefer in-person services, whether these services are only available in person, and if students had difficulty receiving these services online.	1a- Service to students, community, and workforce by providing educational opportunities	80% of students prefer to receive service in-person as a result of difficulties online or services that are only offered in person.	Annual survey	Completion: Spring 2016 Findings: **GOAL IS MET** Of the 186 surveyed students, 165 (88%) preferred in-person services, 70 (37%) had difficulties online, and 123 (66%) utilized services that were offered in person only.	Continue to monitor in-person services.

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

II.2.B.   2016-2017 Assessment Plan Findings/Data Analysis

SLO #1: Student athletes will learn to access WebAdvisor to view their priority registration date and enroll in classes during priority registration period.

> **Findings/Data Analysis:** GOAL WAS NOT MET.

TERM	Athletes enrolled during priority	Total athletes eligible for priority registration
16SUM	15 (34.9%)	43
16FAL	43 (56.6%)	76
17WIN	21 (52.5%)	40
17SPR	36 (62.1%)	58

> **Improvement Recommendations**
> Ensure that "Athletic Day" is scheduled before Priority Registration period. This year, the event was held after priority registration period and as a result, students miss the opportunity to enroll in Early Registration Group II.

SLO #2: Students will learn their registration appointment and enroll in classes as a result of registration email reminder from A&R sent to both personal and student email accounts.

> **Findings/Data Analysis:** GOAL IS MET in 16SUM/17WIN, but goal was not met in 16FAL/17SPR.

16SUM (Average 15.94%)	16FAL (Average .2%)	17WIN (Average 19.14%)	17SPR (Average -4.62%)
May 17th (9.2%)	July 26th (-3.1%)	Nov 22nd (39.3 %)	Jan. 17th (-8.1 %)
May 24th (6.6%)	Aug 2nd (.9%)	Nov. 29th (17.4%)	Jan 24th (-5.4%)
May 31st (13%)	Aug 9th (-0.4%)	Dec. 6th (13.4%)	Jan 31st (-5.1%)
June 7th (30%)	Aug 16th (1.6%)	Dec. 13th (11.4%)	Feb. 7th (-4.5%)
June 14th (20.9%)	Aug 23rd (2.1%)	Dec. 20th (14.2%)	

Improvement Recommendations

There may be a general decline in enrollment or a much fewer number of courses offered in previous years to warrant a significant growth from email reminders. Perhaps adjustment in assessment criteria is necessary in times of declining enrollment trends.

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: GOAL IS MET
16FAL- 187 (14% increase)   17SPR- 76 (9% increase)

Improvement Recommendations
Continue assessment as is.

SLO #4: Students will learn to request electronic official transcripts using Credentials Solution.

Findings/Data Analysis: GOAL WAS NOT MET
Report for 17SPR is based on activity in April and May 2017 only. 239 (34%) electronic transcripts produced out of 696.

Improvement Recommendations
Great start, but will need to continue assessment to determine trend.

SLO #5: Students will learn to enroll in courses using the Student Portal.

Findings/Data Analysis: N/A- Data is still unavailable although full student launch occurred in April 2017.

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 IS MET

176 (94.6%) students appreciated email reminders of payment deadline out of 186 surveyed.

Improvement Recommendations

SAO will be discontinued since the payment deadline will be cancelled beginning 17FAL until further notice.

SAO #2: A&R will determine whether students prefer in-person services, whether these services are only available in person, and if students had difficulty receiving these services online.

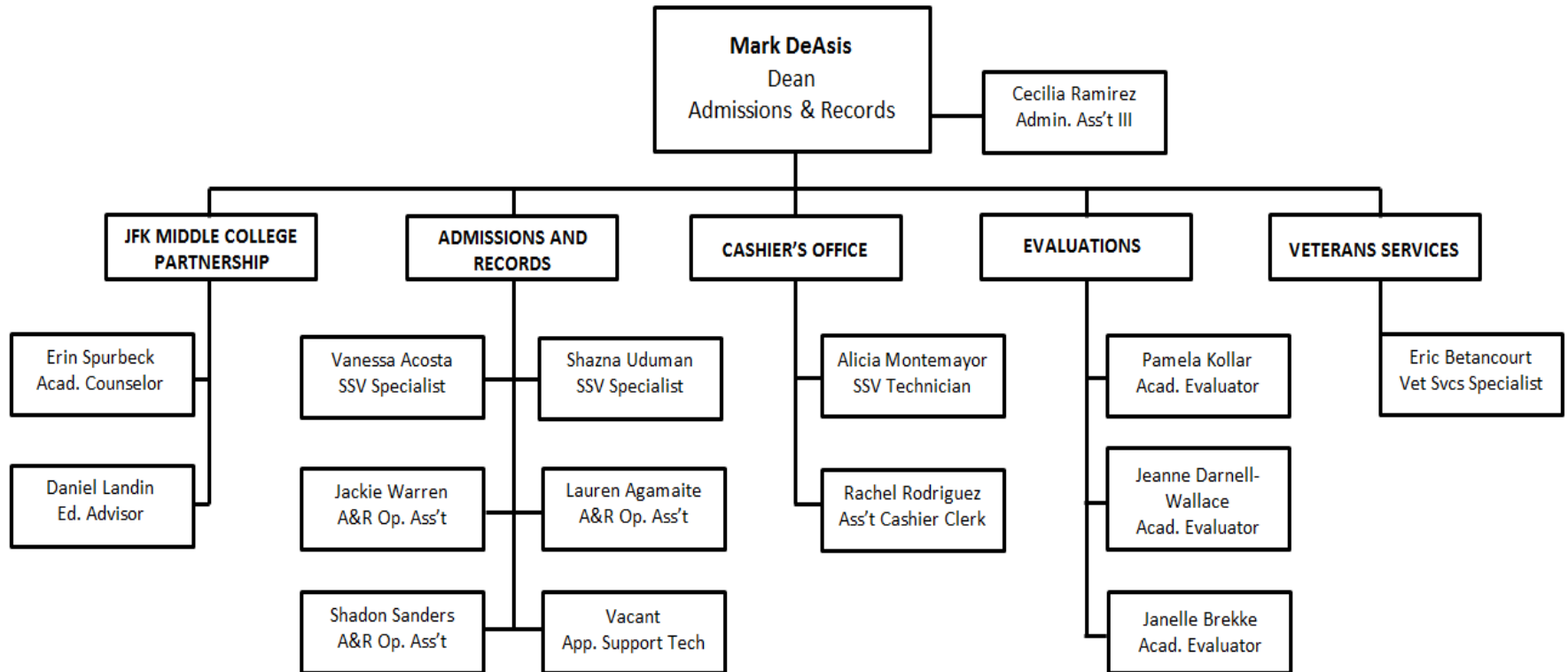**Findings/Data Analysis:** GOAL IS MET

Of the 186 surveyed students, 165 (88%) preferred in-person services, 70 (37%) had difficulties online, and 123 (66%) utilized services that were offered in person only.

Improvement Recommendations

Continue to monitor in-person services.

III. Needs Assessment

1. Staffing Level

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                          │      Mark DeAsis        │        ┌──────────────────────┐
                          │         Dean            │────────│   Cecilia Ramirez    │
                          │  Admissions & Records   │        │   Admin. Ass't III   │
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JFK MIDDLE COLLEGE PARTNERSHIP	ADMISSIONS AND RECORDS	CASHIER'S OFFICE	EVALUATIONS	VETERANS SERVICES
Erin Spurbeck Acad. Counselor	Vanessa Acosta SSV Specialist • • Shazna Uduman SSV Specialist	Alicia Montemayor SSV Technician	Pamela Kollar Acad. Evaluator	Eric Betancourt Vet Svcs Specialist
Daniel Landin Ed. Advisor	Jackie Warren A&R Op. Ass't • • Lauren Agamaite A&R Op. Ass't	Rachel Rodriguez Ass't Cashier Clerk	Jeanne Darnell-Wallace Acad. Evaluator	
	Shadon Sanders A&R Op. Ass't • • Vacant App. Support Tech		Janelle Brekke Acad. Evaluator	

2. Staffing Profile

Position	Staffing Levels for Each of the Previous Five Years						Anticipated total staff needed	
	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018		2017-2018	2018-2019
Administration	1	1	1	1	1		2	2
Classified Staff FT	3	5	7	7	10		13	13
Classified Staff PT	7	2	4	4	2		1	1
Confidential Staff FT								
Faculty FTE Full time								
Faculty FTE Part time								
Total Full Time Equivalent Permanent Staff	5.5	7.5	10	10	12		15.5	15.5
Short Term Staff	0	0	0	0	0		0	0
Student Workers	5.5	3	5	5	4		4	4

3. Improvement Areas

1. As A&R begins to incur additional responsibilities, there needs to be some consideration for an additional manager, supervisor, or coordinator to ensure leadership is available at all times.
2. Additional staffing is needed to dedicate more time with scanning needs.
3. Additional space in A&R is needed for offices and general workspace. Consolidating all three evaluators in one location and having a separate space for the AST would be ideal.
4. As CTE, College and Career Access Pathways, and work experience programs increase, there is a 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.

4. Staff Needs

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

List Staff Positions Needed for Academic Year 2017-2018 **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. Admissions & Records Operations Assistant (48.75%) Reason: To replace an existing vacancy in A&R responsible for providing general registration and enrollment services to students and general public.	R	17,608
2. Student Services Specialist (48.75%) Reason: To provide enrollment support to ongoing CTE projects and grants including, but not limited to, ACE Program, CA Career Access Pathways (CCPT) Grant, Apprenticeship, and Strong Workforce.	N	$24,268
3. Enrollment Services Coordinator (1 FTE) Reason: A coordinator would serve as lead in areas of residency classification, application upload process, and all enrollment matters through the use of Colleague and OpenCCCApply. This position is necessary in A&R as additional programs and partnerships are being implemented such as CRC partnerships and CCAP agreements with CNUSD.	N	$105,314
4. A&R Operations Assistant (Restructure Existing A&R Op. Ass't from 72.5% to 100%) 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 and evaluators refer to official transcripts to advise students appropriately. During peak times, students at the front counter are prioritized.	I	$25,549
5. A&R Operations Assistant (Restructure Existing A&R Op. Ass't from 48.75% to 100%) 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 and evaluators refer to official transcripts to advise students appropriately. During peak times, students at the front counter are prioritized.	I	$51,655
6. Assistant Director of Admissions & Records Reason: With A&R, Cashier's Office, Veterans Services, JFK Middle College Partnership, Evaluations, and High School Concurrent Enrollment as part of the Dean of A&R's oversight responsibilities, an additional manager is essential to sustain existing departments in addition to forthcoming implementations and new programs currently in development at Norco College.	N	$124,678

More importantly, this position would provide support as the college continues to discuss other enrollment management strategies that would yield increasing FTES.		

* 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.

Unit Name: __Admissions & Records__

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

List Equipment or Equipment Repair Needed for Academic Year 2017-2018 **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. Office Chairs Reason: Several staff members including the Dean of A&R are in need of ergonomic office chairs as a result of wear and tear.	**$450**	**5**	**$2,250**
1. High Capacity Shredder Reason: A&R currently uses the shredder belonging to SFS. Because the department regularly purges documents that are confidential in nature, it is imperative to purchase a department shredder.	**$1,955**	**1**	**$1,955**
2. Reason:			

* 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
NOTE: Technology; excludes software, network infrastructure, furniture, and consumables (toner, cartridges, etc.)

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	**Fax Machine (all in one)** *A&R fax machine is over 10 years old and no longer feeds properly.*	R	C	Office	Yes	1	Y	$330	1	$330
2. Usage / Justification	**QLESS** *A queue management system to eliminate lines in service areas. Text feature sends reminders to students minutes before they need to meet with a representative. System can be installed in multiple departments with a single purchase.*	N	C	Service Areas	Yes	All 10,000+ students	N	$10,000	1	$10,000
3. Usage / Justification	**Network Printer** *Existing printer continues to malfunction and is over 5 years old.*	R	C	Office	Yes	1	Y	$960	1	$960

- 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 2017-2018 (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 that drops cash bags directly inside the cashier's office with a wind deflector and stanchions to ensure students form a line.	**Pending**
2. Admissions & Records Signage Reason: Students need to know where Admissions and Records is located with appropriate signage on the building façade is necessary to direct students from parking lot.	**Pending**
3. Office Space for AST Reason: AST is currently sharing an office with three other individuals. As detailed reporting is required, personnel should be able to work in an isolated space free from distraction in order to produce accurate data sets for the college.	**Pending**
4. Office Space for three evaluators to be housed in a single office Reason: Two evaluators are currently in one office and the third evaluator is using a cubicle in A&R. All three evaluators need to collaborate on ideas and discuss processes in order to evaluate accurately.	**Pending**
5. Additional workstations for Student Services Specialist, Enrollment Services Coordinator, and Assistant Director of A&R Reason: A&R is currently without space for additional staff. Should recruitment begin with any of the listed positions, space will become an issue within the department.	**Pending**
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 2017-2018 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 Live Reason: Ellucian holds an annual conference to promote user best practices, information sharing and networking among Colleague clients. Many ideas that enhance enrollment practices stem from the 'best practices' shared through this national conference.	**$2,000.00**	**2**	**$4,000.00**
2. 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. Association of Collegiate Registrars and Admissions Officers Reason: ACRAO is the national conference where ideas are shared among all higher education administrators. It would greatly benefit Norco College to be exposed to ideas outside community college-geared conferences that are specific to CA.	**$2,000.00**	**1**	**$2,000.00**
4. Reason:			
5. 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 2017-2018 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 2017-2018 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** Reason: 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. Reason:			
3. Reason:			
4. Reason:			
5. Reason:			
6. Reason:			

Appendix

(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.*