

STUDENT SERVICES PROGRAM REVIEW WORKSHEET

Student Services Area: ADMISSIONS & RECORDS

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Academic Year: 2018-2019

I. Student Services Area Overview

1. Mission Statement

Admissions and Records is committed to maintaining the integrity of student records as we provide effective enrollment services to the community. Guided by policies and procedures, staff members promote student success by utilizing technology enhanced services to deliver individualized and accurate enrollment information to all students seeking assistance in areas of enrollment services, admissions, registration, evaluations, and records maintenance. (Revised 2/2019)

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 initial Norco College admission to graduation and beyond. (Revised 2/2019)

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.
- 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

- **Fall 2018 Data:**
 - 33,313 (92.6%) WebAdvisor enrollment transactions completed
 - 2,639 (7.4%) In-Person enrollment transactions completed by Admissions & Records
 - 838 sections were auto-enrolled from the Waitlist system
 - Facilitated 10,927 student enrollment
- **Spring 2019 Data:**
 - 31,339 (91.5%) WebAdvisor enrollment transactions completed
 - 2,929 (8.5%) In-Person enrollment transactions completed by Admissions & Records
 - 1,157 sections were auto-enrolled from the Waitlist system
 - Facilitated 10,275 student enrollment
- Coordinate Annual and term-based timelines for application, registration, graduation related activities for all students, staff, and faculty.
- Over 93% of students are enrolling in courses using the online system every term.
- 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/Guided Pathways, CTE partnerships, and Dual Enrollment initiatives.

5. Students Served

Admissions and Records provides assistance to current students and the general public. Data below is based on Fall 2018 enrollment.

Age Group	Student Count	Percent
19 or younger	17212	38.43%
20-24	21027	46.94%
25-29	7751	17.30%
30-34	3583	8.00%
35-39	2156	4.81%
40-49	2481	5.54%
50 or older	1219	2.72%
Total	44792	100.00%

Gender	Student Count	Percent
Female	23803	53.14%
Male	20667	46.14%
Unknown	356	0.79%
Total	44792	100.00%

Unit Load	Full-Time		Part-Time	
Enrolled Status	Students	Percent	Students	Percent
First-Time	5106	11.40%	8715	19.46%
First-Time Transfer	1066	2.38%	4520	10.09%
Returning	1423	3.18%	10455	23.34%
Continuing	10064	22.47%	28395	63.39%
Not Collected	2	0.00%	13	0.03%
Special Status	46	0.10%	2438	5.44%

Ethnicity	Students	Percent
American Indian or Alaska Native	133	0.30%
Asian	3965	8.85%
Black or African American	3107	6.94%
Hispanic	24673	55.08%
Native Hawaiian or Other Pacific Islander	139	0.31%
Two or More	1312	2.93%
Unknown	476	1.06%
White	11192	24.99%
Total	44792	100.00%

II. Assessing Outcomes

1.A. Report on 2017-2018 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.
 - 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: 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.	C) Discontinued as a result a new process developed for athletes.
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 result of email reminders. 16SUM- 15.94%	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.	B) Moved to Strengths

						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.	B) Moved to Strengths
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.	C) Discontinued after new adopting a new process.
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.	C) Discontinued as a result of ongoing issues with Portal Login, WebAdvisor will continue to be the secondary solution for registration.
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	SAO will be discontinued since the payment deadline will be cancelled beginning 17FAL until further notice.	B) Moved to strengths

						email reminders out of 186 surveyed.		
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	<p>Completion: Spring 2016</p> <p>Findings: GOAL IS MET</p> <p>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.</p>	Continue to monitor in-person services.	B) Moved to Stengths

***Please see appendix for description.**

II.2.A. 2018-2019 Assessment Plan for Student Services Area: Admissions & Records

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.
 - 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.	SAO 1: By organizing a call center, students will to complete enrollment in fall and spring terms.	2a- Provides support and encouragement through application of emerging technologies	Establish fall and spring baseline measures to determine effectiveness.	Term based report of effectiveness in fall and spring terms. Increase by 50 FTE in subsequent like terms.	Completion: Spring 2019 Findings: GOAL IS MET in 18SPR but not in 19FAL 18FAL – 185 FTE 19SPR – 259 FTE (-31% from previous 18FAL)	With two term registration, call center activities seems to be diminishing its effectiveness. Perhaps, live chat and extended hours might be more student-centered and cost effective.
2.	Improve the quality of services in Admissions and Records.	SAO 2: Students will be satisfied with the live chat functionality.	2a- Provides support and encouragement through application of emerging technologies	Establish baseline measure to determine initial satisfaction.	Term based report	Completion: Spring 2019 Findings: GOAL IS MET 19SPR- 72% positive reviews	Continue the chat functionality as it helps, but review of other chat platforms requiring less resources would be ideal. Possibly look at Chatbot or other vendors.

3.	Enhance the admission and enrollment process at Norco College.	SAO 3: Students will utilize services during extended office hours.	2a- Provides support and encouragement through application of emerging technologies	Determine baseline measures to determine effectiveness.	Term based report	Completion: Spring 2019 Findings: GOAL IS MET In 19SPR, A&R served 126 students in-person, 44 over the phone, and 377 through Chat during our extended hours.	Add satisfaction survey next time to include in the report as students seem to appreciate staff members who are readily available and fully knowledgeable in all aspects of application through registration.
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***Please see appendix for description.**

****More detailed description on the following page.**

II.2.B. 2018-2019 Assessment Plan Findings/Data Analysis

SAO #1: By organizing a call center, students will to complete enrollment in fall and spring terms.

Findings/Data Analysis: GOAL IS MET in 18SPR but not in 19FAL

18FAL – 185 FTE

19SPR – 259 FTE (-31% from previous 18FAL)

Improvement Recommendations

With two term registration, the call center may not be as effective. Perhaps, live chat and extended hours might be more student-centered and cost effective.

SAO #2: Students will be satisfied with the live chat functionality.

Findings/Data Analysis: GOAL IS MET

19SPR- 72% positive reviews

Improvement Recommendations

Continue the chat functionality as it helps, but review of other chat platforms requiring less resources would be ideal. Possibly look at Chatbot or other vendors.

SAO #3: Students will utilize services during extended office hours.

Findings/Data Analysis: GOAL IS MET

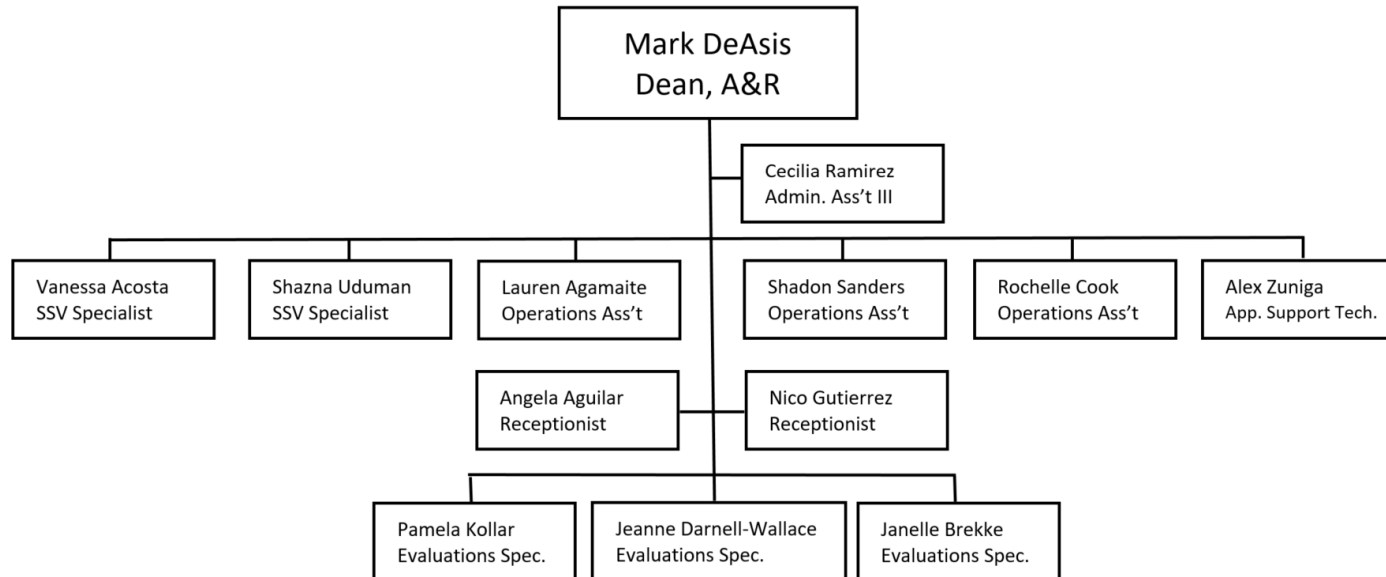
In 19SPR, A&R served 126 students in-person, 44 over the phone, and 377 through Chat during our extended hours.

Improvement Recommendations

Add satisfaction survey next time to include in the report as students seem to appreciate staff members who are readily available and fully knowledgeable in all aspects of application through registration

III. Needs Assessment

1. Staffing Level



2. Staffing Profile

Position	Staffing Levels for Each of the Previous Five Years						Anticipated total staff needed	
	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019		2019-2020	2020-2021
Administration	1	1	1	1	1		1	1
Classified Staff FT	5	7	7	10	10		10	10
Classified Staff PT	2	4	4	2	1		1	1
Confidential Staff FT								
Faculty FTE Full time								
Faculty FTE Part time								
Total Full Time Equivalent Permanent Staff	7.5	10	10	12	11		11	11
Short Term Staff	0	0	0	0	0		0	0
Student Workers	3	5	5	4	4		4	4

3. Improvement Areas

1. Additional staff is imperative to support application and registration needs in specific programs that require research and continuous review such as Dual Enrollment, Athletic Eligibility, Next Phase, Apprenticeship, IBEW, and Work Experience.
2. As A&R begins to incur additional responsibilities, there needs to be some consideration for an additional manager to ensure leadership is available at all times.
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.

Unit Name: Admissions & Records

4. Staff Needs

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

List Staff Positions Needed for Academic Year 2019-2020 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 (1FTE) <u>Reason:</u> To provide enrollment support to all sports teams for verification of athletic eligibility, Next Phase (Prison Partnership Programs), and Apprenticeship along with supporting pre-term activities including manual changes to sections, enrollment, and moving waitlisted students to newly created courses.	N	\$104,154
2. Student Services Specialist (1FTE) <u>Reason:</u> To provide enrollment support for Dual Enrollment, IBEW, Non-Credit Programs, and Work Experience along with supporting pre-term activities including manual changes to sections, enrollment, and moving waitlisted students to newly created courses.	N	\$104,154
3. Assistant Director of Admissions & Records (1 FTE) <u>Reason:</u> With A&R, Veterans Resource Center, JFK Middle College Partnership, Dual Enrollment, Student Financial Services, Evaluations, coordination with Non-Credit Programs and High School Concurrent Enrollment as part of the Dean of A&R's oversight responsibilities, an additional manager is essential to provide support and coordination for Admissions & Records.	N	\$130,328
4. <u>Reason:</u>		

* 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 2019-2020 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>			

* 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.

Unit Name: Admissions & Records

6. Technology++ Needs Not Covered by Current Budget

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

Annual TCO*

Priority	EQUIPMENT REQUESTED	New (N) or Replacement (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										

- 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.

Unit Name: Admissions & Records

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

List Facility Needs for Academic Year 2019-2020 (Remodels, Renovations or added new facilities) Place items on list in order (rank) or importance.	Total Cost of Request
1. <u>Reason:</u>	
2. <u>Reason:</u>	
3. <u>Reason:</u>	
4. <u>Reason:</u>	
5. <u>Reason:</u>	

*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.

Unit Name: Admissions & Records

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

List Professional Development Needs for Academic Year 2019-2020 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 <u>Reason:</u> 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) <u>Reason:</u> 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 <u>Reason:</u> 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-gearred conferences that are specific to CA.	\$2,000.00	1	\$2,000.00
4. <u>Reason:</u>			
5. <u>Reason:</u>			

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

Unit Name: Admissions & Records

9. SAFETY NEEDS not covered by current budget

List Safety Needs for Academic Year 2019-2020 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. <u>Reason:</u>			
2. <u>Reason:</u>			
3. <u>Reason:</u>			
4. <u>Reason:</u>			
5. <u>Reason:</u>			

Unit Name: Admissions & Records

10. OTHER NEEDS not covered by current budget

List Other Needs for Academic Year 2019-2020 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. <u>Reason:</u>			
2. <u>Reason:</u>			
3. <u>Reason:</u>			
4. <u>Reason:</u>			
5. <u>Reason:</u>			
6. <u>Reason:</u>			

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.***