



Program Review - Overall Report

Student Services: Enrollment Services

Data Review

1. Enrollment Services/Application Process - Strategic

Program/Unit Goal

Norco College Admissions Application Process

Goal Cycle

2024 - 2027

What are you doing now in support of this goal?

Strategically streamline admissions application process through a collaborate process review with the offices of Dual Enrollment and Institutional Effectiveness to decrease the time to completion of the Norco College Admissions Application. Each process has been mapped out to visually see the steps to complete the admissions application. Completion is defined (for this process) as a student receiving their Norco College student identification number and their Norco College email address. The mapping will be completed for these five processes:

- 1) Standard Norco College process
- 2) Concurrent Enrollment
- 3) CCAP Dual Enrollment
- 4) CRC Application (paper)
- 5) Middle College Dual Enrollment

What are your plans (3-year) regarding this goal?

- 1) Process Map each process with the offices of Dual Enrollment and Institutional Technology to create an accurate process map of all steps from application to the student receiving their Norco College student I.D. and email address.
- 2) Participants Identify bottle and/or inefficient processes within each process map
- 3) The group as a whole will recommend technical, personnel, and/or process changes to decrease time to completion of the admissions application process.

Please add any relevant documents here.

Mapping

Educational Master Plan (2020-2025): ()

- 2025 Objective 1.1 - KPI 1 (Academic Affairs):
- 2025 Objective 1.2 - KPI 2 (Student Services):
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- 2025 Objective 1.4 - KPI 3 (Student Services):
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- 2025 Objective 11.2 (Student Services and Planning and Development):
- 2025 Objective 2.5 - KPI 7 (Student Services):
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- 2025 Objective 3.5 - KPI 12 (Student Services):
- 2025 Objective 6.4 (Academic Affairs):
- 2025 Objective 6.6 (Student Services):
- 2025 Objective 7.6 (Student Services):
- 2030 Goal 1: Access:
- 2030 Goal 2: Success:
- 2030 Goal 3: Equity:

SSIPP Framework: ()

- Strategic:

2. Enrollment Services/A&R Training: Strategic, Personalized, and Integrated

Program/Unit Goal

Admissions & Records/Training & Sustainability

Goal Cycle

2024 - 2027

What are you doing now in support of this goal?

Create an in-house staff training program that includes the following areas:

- 1) code compliance: training on all areas of RCCD Board Policies & Procedures, California Education Code, Federal Code, and California Code of Regulations (Title 5) as it pertains to functions of Admissions & Records such as Residency, Grades, Enrolling, Attendance, Family Educational Rights & Privacy (FERPA) and Dis-enrolling.
- 2) Self awareness and customer service: a series of training workshops for staff to learn the skillsets of Emotional Intelligence, Customer Service, Dealing with Difficult People, Active Listening, emotional intelligence, and personality typing.
- 3) Technical training on old and new Student Information Systems (Colleague and Anthology). Build Business Process Guides (that will act as future training manuals) for staff to reference during their business day.
- 4) Safety and Emergency training
- 5) Evaluations staff: general education training (CSUGEB, IGETC, CalGETC, and private)
- 6) Evaluation staff: Graduation and diploma (see 3); diploma processing and delivery to students
- 7) Create a one-year Evaluator training program that would emulate UC/CSU campuses.
- 8) Cross-training to allow staff to shift their workload to the task that needs to be completed during a specific time frame such as (CRC admissions/registration, Dual Enrollment admissions, and other special programs to close the equity gap).

What are your plans (3-year) regarding this goal?

The Admissions & Records Office will recommend to be closed for two hours on Friday afternoons for training. Once the Welcome Center is up and running this should cause minimal disruption to services to students. Annual training for FERPA, California Educational Residency, and Safety and Emergency protocols.

Possible Topics

All staff members to review the updated imaging (On-base) product just though many staff members have been through On-base training session this will be an opportunity for questions on the product.

The A&R staff will cover Customer Service, how to deal with difficult people, how to help people and still keep the line moving, how to work as a team and help students.

The A&R staff will cover Public Safety. Arrange to have the Norco Police Department to lead the session. Develop office safety and emergency protocols.

Evaluators will cover curriculum for both AA/AS degrees and certificates at Norco College. The session will cover catalog rights, college graduation residency requirements and how to document within Colleague/Anthology when a student has earned a degree and/or a certificate.

A&R staff will continue their customer service training on active listening, referral theory and decision making, diversity training, gender training, and ethical standards for the person and the college.

The Evaluators will review and cover Accreditation and the Federal and State laws that cover it, the California State University Lower Division Transfer Patterns, Upper Division units, ASSIST/ADT CalGETC, unit conversion, grade point average calculations (all the combinations).

Transcripts: All personnel connect with transcript production will meet with Institutional Technology to review the transcript production process in Colleague/Anthology. This session should allow the A&R staff to make recommendations to improve the present system that has proved to be inefficient.

Program/Unit Goals

A&R staff will review the process of probation, dismissal, and re-entry into Norco College. The group will review both the process map and how it interacts within the Colleague/Anthology systems and Counseling.

The Evaluators will review and cover the graduation appeals process and how it interacts with the Riverside Community College District Administrative Procedures and California law. This session will also review the forms, Parchment diploma processing and delivery and how the process interacts within the Colleague/Anthology systems.

The entire staff will review all electronic forms that are accessed by students for updating, improving, and/or discontinuing.

The entire staff will review and cover the process of grading, class roster submission and storage, transcript generation, wait-list process (in Colleague/Anthology), and the Census Roster process.

Ergonomics in the office; college led presentation on how to best setup your work area for ergonomic maximization.

Please add any relevant documents here.

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- 2025 Objective 7.6 (Student Services):
- 2030 Goal 1: Access:
- 2030 Goal 2: Success:
- 2030 Goal 3: Equity:
- 2030 Goal 4: Professional Development:

SSIPP Framework: ()

- Integrated:
- Personalized:
- Proactive:
- Strategic:

Enrollment Services/Sustained, Proactive, Personalized

Program/Unit Goal

Veterans Services/

Goal Cycle

What are you doing now in support of this goal?

What are your plans (3-year) regarding this goal?

Please add any relevant documents here.

3. Enrollment Services/ Modernize Office - Strategic

Program/Unit Goal

Veterans Services/Modernize Office

Goal Cycle

2024 - 2027

What are you doing now in support of this goal?

Accessing student files for student support. Students complete paper forms for benefits and services.

What are your plans (3-year) regarding this goal?

Convert hardcopy student files into electronic files for faster access and precise organization. Create electronic forms for each service (Adobe sign). Implement the Data Base, Student Accommodation Manager (SAM) to house all electronic files in Veterans Services and convert paper files into electronic files.

The goal is to have quick access to all student veteran files for on-the-spot support for student needs.

Please add any relevant documents here.

Mapping

Educational Master Plan (2020-2025): ()

- 2025 Objective 1.3 (Student Services):

SSIPP Framework: ()

- Strategic:

4. Enrollment Services/Strategic-Integrated

Program/Unit Goal

Veteran Services/Professional Development

Goal Cycle

2024 - 2027

What are you doing now in support of this goal?

Coordinator attends 1-2 conferences a year

What are your plans (3-year) regarding this goal?

Increase participation and opportunities in Professional Development. This includes adding a Certifying Official from one to at least two people for Federal Government veterans benefits. This goal overlaps with Veteran Services modernization goal and Enrollment Services training goals.

Anthology training for veterans screens and processing.

Please add any relevant documents here.

Mapping

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- 2025 Objective 4.2 (Planning and Development):
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- 2030 Goal 2: Success:
- 2030 Goal 4: Professional Development:

SSIPP Framework: ()

- Integrated:
- Personalized:
- Proactive:
- Strategic:

5. Enrollment Services/Integrated

Program/Unit Goal

Veteran Services/Community Relations

Goal Cycle

2024 - 2027

What are you doing now in support of this goal?

Veteran Services attends college functions such as club day, resources fairs and others.

What are your plans (3-year) regarding this goal?

Work to collaborate with other departments for integrated services. Collaborate with District Foundation for funding opportunities via grants, donations, and partnerships in the Inland Empire to support Norco College veterans.

Please add any relevant documents here.

Mapping

Educational Master Plan (2020-2025): ()

- 2025 Objective 1.3 (Student Services):
- 2025 Objective 6.3 (Student Services):
- 2030 Goal 6: (Community Partnerships) :

SSIPP Framework: ()

- Integrated:

6. Enrollment Services/FA-Training: Strategic, Integrated

Program/Unit Goal

Financial Aid/Training

Goal Cycle

2024 - 2027

What are you doing now in support of this goal?

Assessing Financial Aid staff needs for training via questionnaires and meetings.

What are your plans (3-year) regarding this goal?

- 1) Cover topics such as the Family Educational Rights & Privacy Act (FERPA)
- 2) Emergency & Security training
- 3) Customer Service, Self Reflection, Active listening.
- 4) Student Support Departments at Norco College (e.g. DRC, Basic Needs, etc.)
- 5) From the trainings in number 4, create warm hand-offs for students to other Norco College services
- 6) FAFSA simplification training for 2024-2025

7) Anthology setup, testing, and training for the implementation.

Please add any relevant documents here.

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SSIPP Framework: ()

- Integrated:
- Personalized:
- Proactive:
- Strategic:

7. Enrollment Services/Re-center staff work: Strategic

Program/Unit Goal

Admissions & Records/Streamline work duties

Goal Cycle

2024 - 2027

What are you doing now in support of this goal?

Staff assignments have been given without review or audit for efficiency. Over time the workload has become uneven and inefficient to provide the highest level of service to students, faculty, and other staff. This goal would be to begin to review staff assigned duties and streamline those duties and the processes that are embedded in the duties to become more efficient throughout the office and for each staff member.

What are your plans (3-year) regarding this goal?

Process for streamlining work duties, processes, and create work teams within Admissions & Records:

- 1) Each Office Assistant, Technician, and Specialist will do a self desk audit of their duties and responsibilities. The self audit will be completed using the form provided (see documents)
- 2) All self desk audits will be compiled and analyzed by the Dean of Enrollment Services for opportunities to create teams, streamline efficiencies, partner with other departments, eliminate the assignment, or other outcome.
- 3) Meet with staff and review recommendations of streamlining duties and processes.
- 4) After agreement, training, create a new written business process as a living document for continuous improvement and implement.
- 5) Review and request programming scripts to eliminate redundant data processing corrections using hundreds of staff hours that could be processed in a matter of minutes.

Please add any relevant documents here.

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- 2025 Objective 1.4 - KPI 3 (Student Services):

- 2025 Objective 6.4 (Academic Affairs):
- 2030 Goal 1: Access:

SSIPP Framework: ()

- Strategic:

8. Enrollment Services/FA Streamline Processes - Strategic

Program/Unit Goal

Financial Aid/Streamline Processes for Efficiency

Goal Cycle

2024 - 2027

What are you doing now in support of this goal?

Through a Key Functions Questionnaire, reviewing every staff members functions and ranking them by importance to the Core Purpose of Financial Aid. The following process are being review and other will be reviewed as they become apparent via the questionnaire.

- 1) Community College Promise Grant re-billing process
- 2) Over payment process via Colleague and the PERC hold
- 3) The Financial Aid disbursement process and how many disbursements
- 4) Student fraud process
- 5) Dream Act applications and how they are supported and completed
- 6) Customer Services values, principles, and processes within and with other departments
- 7) Staff member workload distribution and deadlines

What are your plans (3-year) regarding this goal?

Year one: create Business Process Maps and narrative for each process to be streamlined. Begin to plan for changes.

Year two: Implement the changes to each Business Process in the planning year. These changes may be subject to resource allocation approval to implement so if the resources are not allocated the changes will be postponed until such time as an allocation can be made. The implementation must be accompanied with an evaluation tool/strategy to measure the effectiveness of the change.

Year three: At the beginning of the year, course correct the BP to reach desired efficiency. Collect data and/or qualitative evaluation via online forms. Evaluate to determine if the process should be on the next Program Review.

Please add any relevant documents here.

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SSIPP Framework: ()

- Strategic:

9. Enrollment Services/FA Student Worker: Strategic, Sustained, Integrated, and Personalized

Program/Unit Goal

Financial Aid/Student Workers to staff the Welcome Center

Goal Cycle

2024 - 2027

What are you doing now in support of this goal?

Assessing which support services student workers could help Norco College students with such as the FAFSA, self-service, etc.

Creating the training manuals that Financial Aid staff will use to train student workers.

Requesting a computer bank for student workers to help students on.

What are your plans (3-year) regarding this goal?

- 1) Identify a computer bank where the student workers can support students
- 2) Recruit and hire student workers
- 3) Train student workers from the created training manual
- 4) Implement with supervision
- 5) Evaluate the support to Norco College students

Please add any relevant documents here.

Mapping

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SSIPP Framework: ()

- Integrated:
- Strategic:
- Sustained:

10. Enrollment Services/Welcome Center: Integrated

Program/Unit Goal

Enrollment Services/Welcome Center Integrated, Strategic

Goal Cycle

2024 - 2027

What are you doing now in support of this goal?

In the planning stages of supporting the Welcome Center with staff and trained student assistants to support incoming students with all baseline services in admissions and records, financial aid, veteran services, and general Norco College information.

What are your plans (3-year) regarding this goal?

Cross-train enrollment services staff members in baseline services. Staff members should be able to help student in general services in admissions and records, financial aid, veterans services, and other support services found at Norco College.

Train student workers to support students during the completion of the Free Application for Federal Student Aid (FAFSA), the Norco College admissions application, and other student support services

During the second or third year, Staff Members will be trained to support student completing the CalFresh application.

At the end of the second year and beginning the third year Staff Members will be able to help students will all baseline services at Norco College and do a warm connection to the next office.

Please add any relevant documents here.

Mapping

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- 2025 Objective 3.4 - KPI 11 (Student Services):
- 2025 Objective 3.5 - KPI 12 (Student Services):
- 2025 Objective 6.6 (Student Services):
- 2030 Goal 1: Access:
- 2030 Goal 3: Equity:

SSIPP Framework: ()

- Integrated:
- Personalized:
- Sustained:

Enrollment Services/Goal Setting: Strategic

Program/Unit Goal

Upward Bound/Goal Setting

Goal Cycle

What are you doing now in support of this goal?

The Upward Bound programs have a set of goals that are tied to their program plans.

What are your plans (3-year) regarding this goal?

Plan an Annual Planning Retreat for two days for 6 to 8 hours a day. All staff members review their annual goals and estimate percentage of completion.

Break down each goal individually and assess the amount of staff time, human resources, time (e.g. semester, year, etc.) and budget allocation each goal will require to complete the goal. Create tracking/momentum metrics for each goal to measure progress. Create an implementation plan for each goal to kick-start the activities for the program goal.

In years two and three, track the progress of each individual goal and course correct if needed at the Annual Planning Retreat and staff meetings throughout the year.

Please add any relevant documents here.

11. Enrollment Services/Upward Bound: Strategic

Program/Unit Goal

Upward Bound/Planning

Goal Cycle

2024 - 2027

What are you doing now in support of this goal?

The Upward Bound programs have Annual Goals written. The programs do have a short annual planning meeting (2 hours)

What are your plans (3-year) regarding this goal?

Start an Annual Planning Retreat that is 2 days long and 6 to 8 hours each day. During the Annual Planning Retreat the programs will review each program goal to assess if it is still relevant to the programs. Those that are vote to move forward will begin the planning process.

Each goal will be reviewed for the following but not limited to: required personnel, time (semester, year, years, etc.), budget allocation, outside resources, meetings with people outside of the Upward Bound programs, space and reservations, travel, and other resources that may be required for the completion of the individual goal.

Plan for professional development of staff members including but not limited to national and regional conferences.

Program/Unit Goals

How progress, completion, and success will be measured. Upward Bound will create criteria for evaluation of the progress towards the goal, if it is completed, and if it was a success through agreed upon metrics that can be measure during the activities that contribute towards the goal. For example, increasing the amount of Upward Bound students who attend a 2 or 4 year college/univeristy. Milestones will be created to measure progress towards the student meeting the goal of matriculation into an institution of higher education. Completion of grades, grade point averages, test scores, admissions application, FAFSA completion, and other metrics to measure milestone progress.

Each individual goal will be measure for progress and success at the Annual Planning Retreat for course correct, met the goal or termination and replacment.

Please add any relevant documents here.

Mapping

Educational Master Plan (2020-2025): ()

- 2025 Objective 1.4 - KPI 3 (Student Services):
- 2025 Objective 11.2 (Student Services and Planning and Development):
- 2030 Goal 2: Success:

SSIPP Framework: ()

- Strategic:

12. Enrollment Services/Upward Bound: Participation Agreement. Strategic

Program/Unit Goal

Upward Bound/Streamline UB Participation Agreement

Goal Cycle

2024 - 2027

What are you doing now in support of this goal?

Has current Upward Bound participation agreement and comments from students and parents.

What are your plans (3-year) regarding this goal?

Find an electronic solution to the Upward Bound Paricipation agreement. Find the efficiency gaps in the process and solve them will electronic solution that can be process with a cell-phone for students and parents and processed at the upward Bound office.

Please add any relevant documents here.

Mapping

Educational Master Plan (2020-2025): ()

- 2025 Objective 4.1 (Planning and Development):
- 2025 Objective 7.6 (Student Services):
- 2030 Goal 4: Professional Development:

SSIPP Framework: ()

- Strategic:

13. Enrollment Service/Business Hours: Strategic

Program/Unit Goal

Enrollment Services/Business Hours

Goal Cycle

2024 - 2027

What are you doing now in support of this goal?

Departments in Enrollment Services have different Business Hours that are not congruent with Student Services Business hours.

What are your plans (3-year) regarding this goal?

Mirror hours of operation with all Student Services Office so students will know that they can receive support during certain days and times. Included in this goal is to extend days and times during peak times such as Fall and Spring semesters when students need services the most

Please add any relevant documents here.

Mapping

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- 2025 Objective 1.1 - KPI 1 (Academic Affairs):
- 2025 Objective 1.2 - KPI 2 (Student Services):
- 2030 Goal 1: Access:

SSIPP Framework: ()

- Strategic:

14. Enrollment Services/Evaluations: Sustainable

Program/Unit Goal

Evaluations/Up front evaluations

Goal Cycle

2024 - 2027

What are you doing now in support of this goal?

Three Evaluators: two are fully trained.

What are your plans (3-year) regarding this goal?

Three fully trained - full-time Evaluators work with the Applications Support Technician to enable the degree audit and the ability to input transcript data into the system for processing. The Evaluators review and audit processing for accuracy of academic course work in the system

Please add any relevant documents here.

Mapping

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- 2030 Goal 1: Access:
- 2030 Goal 3: Equity:

SSIPP Framework: ()

- Sustained:

15. Enrollment Services/Veteran Services: Second Certifying Official

Program/Unit Goal

Veterans Services/Second Certifying Official

Goal Cycle

2024 - 2027

What are you doing now in support of this goal?

There is only one Certifying Official in Veterans Services at this time.

What are your plans (3-year) regarding this goal?

Add a Certifying Official at Norco College.

Please add any relevant documents here.

Mapping

SSIPP Framework: ()

- Strategic:

16. Enrollment Services/Digital Student I.D.

Program/Unit Goal

Enrollment Services/Digital Student I.D.

Goal Cycle

2024 - 2027

What are you doing now in support of this goal?

Physical student I.D. cards

What are your plans (3-year) regarding this goal?

Implement digital student I.D. cards from Colleague and Anthology so this will save funds for hard copy cards and speed up the admissions processes

Please add any relevant documents here.

Mapping

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SSIPP Framework: ()

- Personalized:
- Sustained:

Equity

1. Enrollment Services/Application Process - Strategic

Continuous Improvement Goal

Norco College Admissions Application Process

Area/Program

Admissions and Records/Admissions

SSIPP Framework

Strategic

Mapping

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- 2030 Goal 2: Success:

SSIPP Framework: ()

- Strategic:

Assessment Method

How do you plan to assess this Continuous Improvement Goal?

The assessment of this goal will be with quantitative data via CCCApply and Colleague Communicator. The time to student I.D. number and email will start when the student submits their admissions application via CCCApply. The time end will stop when Colleague Communicator sends out the message. Both processes are date stamped. There will be an initial Time measurement before the activities are initiated and again after the action steps in the application process goals have been implemented.

Method used to assess:

Quantitative (Survey, count, measure, etc.)

Author

Enrollment Services

Date

08/19/2024

Please add any supporting documents here:

2. Enrollment Services/A&R Training: Strategic, Personalized, and Integrated

Continuous Improvement Goal

Admissions & Records/Training & Sustainability

Area/Program

Admission and Records

SSIPP Framework

Integrated

Mapping

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- 2030 Goal 3: Equity:
- 2030 Goal 4: Professional Development:
- 2030 Goal 9: Workplace/Employees:

SSIPP Framework: ()

- Integrated:
- Personalized:
- Proactive:
- Strategic:

3. Enrollment Services/ Modernize Office - Strategic

Continuous Improvement Goal

Veterans Services/Modernize Office

Area/Program

Veterans Services

SSIPP Framework

Strategic

Mapping

SSIPP Framework: ()

- Strategic:

4. Enrollment Services/Strategic-Integrated

Continuous Improvement Goal

Veteran Services/Professional Development

Area/Program

Veterans Services

SSIPP Framework

Strategic

Mapping

SSIPP Framework: ()

- Integrated:
- Proactive:
- Strategic:

5. Enrollment Services/Integrated

Continuous Improvement Goal

Veteran Services/Community Relations

Area/Program

Veterans Services

SSIPP Framework

Integrated

Mapping

SSIPP Framework: ()

- Integrated:

6. Enrollment Services/FA-Training: Strategic, Integrated

Continuous Improvement Goal

Financial Aid/Training

Area/Program

Financial Aid

SSIPP Framework

Strategic

Mapping

SSIPP Framework: ()

- Integrated:
- Personalized:
- Proactive:
- Strategic:

7. Enrollment Services/Re-center staff work: Strategic

Continuous Improvement Goal

Admissions & Records/Streamline work duties

Area/Program

Admission and Records

SSIPP Framework

Strategic

Mapping

SSIPP Framework: ()

- Strategic:

8. Enrollment Services/FA Streamline Processes - Strategic

Continuous Improvement Goal

Financial Aid/Streamline Processes for Efficiency

Area/Program

Financial Aid

SSIPP Framework

Strategic

Mapping

SSIPP Framework: ()

- Strategic:

9. Enrollment Services/FA Student Worker: Strategic, Sustained, Integrated, and Personalized

Continuous Improvement Goal

Financial Aid/Student Workers to staff the Welcome Center

Area/Program

Financial Aid

SSIPP Framework

Personalized

Mapping

SSIPP Framework: ()

- Strategic:

10. Enrollment Services/Welcome Center: Integrated

Continuous Improvement Goal

Enrollment Services/Welcome Center Integrated, Strategic

Area/Program

Admissions and Records and Financial Aid

SSIPP Framework

Integrated

Mapping

SSIPP Framework: ()

- Integrated:
- Personalized:
- Sustained:

11. Enrollment Services/Upward Bound: Strategic

Continuous Improvement Goal

Upward Bound/Planning

Area/Program

Upward Bound

SSIPP Framework

Strategic

Mapping

SSIPP Framework: ()

- Strategic:

12. Enrollment Services/Upward Bound: Participation Agreement. Strategic

Continuous Improvement Goal

Upward Bound/Streamline UB Participation Agreement

Area/Program

Upward Bound

SSIPP Framework

Strategic

Mapping

SSIPP Framework: ()

- Strategic:

13. Enrollment Service/Business Hours: Strategic

Continuous Improvement Goal

Business Hours

Area/Program

Enrollment Services

SSIPP Framework

Strategic

Mapping

SSIPP Framework: ()

- Strategic:

14. Enrollment Services/Evaluations: Sustainable

Continuous Improvement Goal

Up front evaluations

Area/Program

Evaluations

SSIPP Framework

Sustained

Mapping

SSIPP Framework: ()

- Sustained:

15. Enrollment Services/Veteran Services: Second Certifying Official

Continuous Improvement Goal

Second Certifying Official

Area/Program

Veterans Services

SSIPP Framework

Strategic

Mapping

SSIPP Framework: ()

- Strategic:

16. Enrollment Services/Digital Student I.D.

Continuous Improvement Goal

Digital Student I.D.

Area/Program

Enrollment Services

SSIPP Framework

Sustained

Mapping

Educational Master Plan (2020-2025): ()

- 2025 Objective 1.1 - KPI 1 (Academic Affairs):
- 2025 Objective 1.2 - KPI 2 (Student Services):
- 2025 Objective 1.3 (Student Services):
- 2025 Objective 1.4 - KPI 3 (Student Services):
- 2030 Goal 1: Access:

Operations Assistant at 50% and Student Services Specialist at 40% plus benefits

Resource Year

2024 - 2027

What resources do we already have?

A 50% Operations Assistant and 60% Student Services Specialist

What resources do you need?

\$55,276.80 in salaries and \$52,800 in benefits for a total of \$108,076.80

\$ Amount Requested

108,076.8

Resource Type

STAFF: Classified Professional, Confidential, Mgr

Please summarize how this request supports one or more EMP Goals, Equity goals, your program plans or goals, and/or is supported by outcomes assessment data.

This request supports all the enrollment EMP Goals (1.1, 1.2, 1.3, 1.4, & 6.6) specific support for correctional institution students. These two key position will support Correctional Education and Dual Enrollment. The Operations Assistant will be a key staff member in turning the Welcome Center into a One-stop area for students walking into Norco College. With the support of Financial Aid and Counseling the Welcome Center will be a conduit to all Norco College services while directly supporting students will all baseline services (e.g. admissions application, FAFSA, Federal Work Study, Counseling appointments, etc.). These services are essential to increasing FTES counts as students will find it much easier to enter Norco College and pay for their college education while setting up the path for success via counseling.

This request for my area is Priority #:

1

Is this request

New

Mapping

Educational Master Plan (2020-2025): ()

- 2025 Objective 1.1 - KPI 1 (Academic Affairs):
- 2025 Objective 1.2 - KPI 2 (Student Services):
- 2025 Objective 1.3 (Student Services):
- 2025 Objective 1.4 - KPI 3 (Student Services):
- 2025 Objective 2.3 (Academic Affairs):
- 2025 Objective 2.5 - KPI 7 (Student Services):
- 2025 Objective 3.1 - KPI 8 (Student Services):
- 2025 Objective 3.2 - KPI 9 (Student Services):
- 2025 Objective 3.3 - KPI 10 (Student Services):
- 2025 Objective 3.4 - KPI 11 (Student Services):
- 2025 Objective 3.5 - KPI 12 (Student Services):
- 2025 Objective 4.2 (Planning and Development):
- 2025 Objective 7.6 (Student Services):
- 2030 Goal 1: Access:
- 2030 Goal 3: Equity:

Student Services: Enrollment Services: (.)

- 1. Enrollment Services/Application Process - Strategic: .
- 10. Enrollment Services/Welcome Center: Integrated: .
- 13. Enrollment Service/Business Hours: Strategic: .
- 2. Enrollment Services/A&R Training: Strategic, Personalized, and Integrated: .
- 7. Enrollment Services/Re-center staff work: Strategic: .
- 9. Enrollment Services/FA Student Worker: Strategic, Sustained, Integrated, and Personalized: .

Office Construction for Financial Aid Assistant Director

Resource Year

2024 - 2027

What resources do we already have?

The space with two imagining workstations and a printer/copier

What resources do you need?

Modular walls to create an office space

\$ Amount Requested

79,598.59

Resource Type

BUDGET: Facilities Building, Remodel

Please summarize how this request supports one or more EMP Goals, Equity goals, your program plans or goals, and/or is supported by outcomes assessment data.

This position will support MP Goals 1.1, 1.2, 1.4, 2.6, 6.6, 3.1, 3.2, 3.3, 3.4, 3.5. Student retention is linked to a strong and efficient financial aid package and disbursement of funds. In order to run day-to-day along with short and long-term planning the Assistant Director needs a private space to create the confidential work of planning and personnel.

This request for my area is Priority #:

2

Is this request

New

Mapping

Educational Master Plan (2020-2025): ()

- 2025 Objective 11.1 (Student Services):
- 2025 Objective 11.2 (Student Services and Planning and Development):
- 2025 Objective 2.3 (Academic Affairs):
- 2025 Objective 2.5 - KPI 7 (Student Services):
- 2025 Objective 2.6 (Student Services):
- 2025 Objective 3.1 - KPI 8 (Student Services):
- 2025 Objective 3.2 - KPI 9 (Student Services):
- 2025 Objective 3.3 - KPI 10 (Student Services):
- 2025 Objective 3.4 - KPI 11 (Student Services):
- 2025 Objective 3.5 - KPI 12 (Student Services):
- 2025 Objective 4.1 (Planning and Development):
- 2025 Objective 4.2 (Planning and Development):
- 2025 Objective 8.1 (Planning and Development):
- 2030 Goal 12: Resources:
- 2030 Goal 3: Equity:
- 2030 Goal 4: Professional Development:
- 2030 Goal 8: Effectiveness, Planning, and Governance:

Student Services: Enrollment Services: (.)

- 10. Enrollment Services/Welcome Center: Integrated: .
- 13. Enrollment Service/Business Hours: Strategic: .
- 6. Enrollment Services/FA-Training: Strategic, Integrated: .
- 8. Enrollment Services/FA Streamline Processes - Strategic: .
- 9. Enrollment Services/FA Student Worker: Strategic, Sustained, Integrated, and Personalized: .

Computer Bank for the Welcome Center

Resource Year

2024 - 2027

What resources do we already have?

Resource Requests

Two computers and when Financial Aid refreshes their computers their old computers can be used with more RAM memory

What resources do you need?

Six to eight more computers from Financial Aid and modular furniture to house privacy booths for the computers that could be added onto the Welcome Center.

\$ Amount Requested

39,365.04

Resource Type

BUDGET: Facilities Building, Remodel

Please summarize how this request supports one or more EMP Goals, Equity goals, your program plans or goals, and/or is supported by outcomes assessment data.

This enhances the Welcome Center to service more students and allow Enrollment Services and Student Services to have more support in the area to help student complete the admissions application and FAFSA. These additional stations will avoid a bottle neck during peak times for students seeking entry into Norco College and will also allow targeted programming for groups who need to complete the admissions application and/or the FAFSA. When combined with the computer bank in counseling this hits a critical mass for programming.

This request for my area is Priority #:

4

Is this request

New

Mapping

Educational Master Plan (2020-2025): ()

- 2025 Objective 1.1 - KPI 1 (Academic Affairs):
- 2025 Objective 1.2 - KPI 2 (Student Services):
- 2025 Objective 1.4 - KPI 3 (Student Services):
- 2025 Objective 2.5 - KPI 7 (Student Services):
- 2025 Objective 2.6 (Student Services):
- 2025 Objective 3.1 - KPI 8 (Student Services):
- 2025 Objective 3.2 - KPI 9 (Student Services):
- 2025 Objective 3.3 - KPI 10 (Student Services):
- 2025 Objective 3.4 - KPI 11 (Student Services):
- 2025 Objective 3.5 - KPI 12 (Student Services):
- 2025 Objective 4.2 (Planning and Development):
- 2025 Objective 7.6 (Student Services):
- 2030 Goal 1: Access:
- 2030 Goal 3: Equity:

Student Services: Enrollment Services: (.)

- 1. Enrollment Services/Application Process - Strategic: .
- 10. Enrollment Services/Welcome Center: Integrated: .
- 2. Enrollment Services/A&R Training: Strategic, Personalized, and Integrated: .
- 9. Enrollment Services/FA Student Worker: Strategic, Sustained, Integrated, and Personalized: .

Moving 47.5% Financial Aid Office Assistant to 100%

Resource Year

2024 - 2027

What resources do we already have?

47.5% of salary is coming from financial aid BFAP funds

What resources do you need?

\$39,365.04 to cover 27.5% salary and benefits

\$ Amount Requested

53,128

Resource Type

STAFF: Classified Professional, Confidential, Mgr

Please summarize how this request supports one or more EMP Goals, Equity goals, your program plans or goals, and/or is supported by outcomes assessment data.

This position will help support the Welcome Center and First contact students to Norco College. Specifically these MP Goals (1.1, 1.2, 1.3, 1.4, 2.6, 3.1, 3.2, 3.3.3.4, 3.5, 11.1) This position is another component of creating the One-stop Welcome Center where students can take care of all the baseline services in the Welcome Center.

This request for my area is Priority #:

3

Is this request

New

Mapping

Educational Master Plan (2020-2025): ()

- 2025 Objective 1.1 - KPI 1 (Academic Affairs):
- 2025 Objective 1.2 - KPI 2 (Student Services):
- 2025 Objective 1.3 (Student Services):
- 2025 Objective 1.4 - KPI 3 (Student Services):
- 2025 Objective 2.1 - KPI 4 (Academic Affairs):
- 2025 Objective 2.2 - KPI 5 (Academic Affairs):
- 2025 Objective 2.3 (Academic Affairs):
- 2025 Objective 2.4 - KPI 6 (Student Services):
- 2025 Objective 2.5 - KPI 7 (Student Services):
- 2025 Objective 2.6 (Student Services):
- 2025 Objective 3.1 - KPI 8 (Student Services):
- 2025 Objective 3.2 - KPI 9 (Student Services):
- 2025 Objective 3.3 - KPI 10 (Student Services):
- 2025 Objective 3.4 - KPI 11 (Student Services):
- 2025 Objective 3.5 - KPI 12 (Student Services):
- 2025 Objective 4.2 (Planning and Development):
- 2025 Objective 7.6 (Student Services):
- 2030 Goal 1: Access:
- 2030 Goal 3: Equity:

Student Services: Enrollment Services: (.)

- 10. Enrollment Services/Welcome Center: Integrated: .
- 13. Enrollment Service/Business Hours: Strategic: .
- 6. Enrollment Services/FA-Training: Strategic, Integrated: .
- 8. Enrollment Services/FA Streamline Processes - Strategic: .
- 9. Enrollment Services/FA Student Worker: Strategic, Sustained, Integrated, and Personalized: .
- Enrollment Services/Sustained, Proactive, Personalized: .

Financial Aid Outreach Specialist Full-time

Resource Year

2024 - 2027

What resources do we already have?

19 hour a week Financial Aid Outreach Specialist

What resources do you need?

\$65,490.12 to move the Outreach Specialist from 19 hours to 40 hours a week

\$ Amount Requested

65,490.12

Resource Type

STAFF: Classified Professional, Confidential, Mgr

Please summarize how this request supports one or more EMP Goals, Equity goals, your program plans or goals, and/or is supported by outcomes assessment data.

This position will have a huge impact on Master Plan Goal 1, Objective 2.6: Increase percent of students who receive financial aid from 73% to 81%. Correspondently, this will also have a huge impact on Reducing the equity gap for all impacted groups as finances are the number one reason for this group of students stopping out of college. Due to the limited hours many high school requests for financial aid presentations cannot be met. The demand for financial aid presentations and workshops out weighs the availability of staffing.

This request for my area is Priority #:

5

Is this request

New

Mapping

Educational Master Plan (2020-2025): ()

- 2025 Objective 1.1 - KPI 1 (Academic Affairs):
- 2025 Objective 1.2 - KPI 2 (Student Services):
- 2025 Objective 1.3 (Student Services):
- 2025 Objective 1.4 - KPI 3 (Student Services):
- 2025 Objective 11.1 (Student Services):
- 2025 Objective 11.2 (Student Services and Planning and Development):
- 2025 Objective 2.5 - KPI 7 (Student Services):
- 2025 Objective 2.6 (Student Services):
- 2025 Objective 3.1 - KPI 8 (Student Services):
- 2025 Objective 3.2 - KPI 9 (Student Services):
- 2025 Objective 3.3 - KPI 10 (Student Services):
- 2025 Objective 3.4 - KPI 11 (Student Services):
- 2025 Objective 3.5 - KPI 12 (Student Services):
- 2025 Objective 4.1 (Planning and Development):
- 2025 Objective 4.2 (Planning and Development):
- 2025 Objective 6.3 (Student Services):
- 2025 Objective 6.4 (Academic Affairs):
- 2025 Objective 6.5 (Office of the President):
- 2025 Objective 6.6 (Student Services):
- 2025 Objective 6.7 (Planning and Development):
- 2025 Objective 7.6 (Student Services):
- 2030 Goal 1: Access:
- 2030 Goal 2: Success:
- 2030 Goal 3: Equity:
- 2030 Goal 6: (Community Partnerships) :
- 2030 Goal 7: Programs:

Student Services: Enrollment Services: (.)

- 10. Enrollment Services/Welcome Center: Integrated: .
- 6. Enrollment Services/FA-Training: Strategic, Integrated: .
- 8. Enrollment Services/FA Streamline Processes - Strategic: .
- 9. Enrollment Services/FA Student Worker: Strategic, Sustained, Integrated, and Personalized: .
- Enrollment Services/Sustained, Proactive, Personalized: .

Program Review Reflections

What would make program review meaningful and relevant for your unit?

To make program review more meaningful, I would like a dashboard of metrics setup to measure progress towards the goal.

What questions do we need to ask to understand your program plans, goals, needs?

How are these goals leading indicators to the Institutional Goals or lagging indicators.

What types of data do you need to support your program plans, goals, needs?

I am still in progress in accessing the relevant data for most of the goals. I will work with Alex to setup spreadsheets until data dashboards can be constructed.

If there are any supporting documents you would like to attach, please attach them here.

Submission

All parts of my Program Review have been completed and it is ready for review.

California Community Colleges

2022-23 Second Principal

Riverside CCD

Exhibit C - Page 1

Total Computational Revenue and Revenue Sources

Total Computational Revenue (TCR)		
I. Base Allocation (FTES + Basic Allocation)		\$ 170,908,612
II. Supplemental Allocation		39,586,667
III. Student Success Allocation		29,728,787
	Student Centered Funding Formula (SCFF) Calculated Revenue (A)	\$ 240,224,066
	2021-22 SCFF Calculated Revenue + COLA (B)	224,102,057
	Hold Harmless Revenue (C)	206,290,873
	Stability Protection Adjustment	-
	Hold Harmless Protection Adjustment	-
	2022-23 TCR (Max of A, B, or C)	\$ 240,224,066
Revenue Sources		
Property Tax & ERAF		\$ 57,345,416
Less Property Tax Excess		-
Student Enrollment Fees		9,571,431
Education Protection Account (EPA)	Minimum of at least \$100 x Funded FTES	15,286,027
State General Fund Allocation	Funded FTES: 30,558.09 x Rate: \$500.23	132,012,217
State General Fund Allocation		
General Fund Allocation	\$ 130,018,765	
Full-Time Faculty Hiring (FTFH) Allocation (2015-16 Funds Only)	1,993,452	
	Subtotal State General Fund Allocation	\$132,012,217
Adjustment(s)	-	
	Total State General Fund Allocation (Exhibit A)	\$132,012,217
	Available Revenue	\$ 214,215,091
	2022-23 TCR (Max of A, B, or C)	240,224,066
	See memo for additional information regarding revenue deficit at 2022-23 P2. 10.8270% Revenue Deficit	\$ (26,008,975)

Supporting Sections

Section Ia: FTES Data and Calculations

variable	a	b	c	d	e	f = b + c + d + e	g = f (except credit = (a + b + f)/3)	h	i = g + h
FTES Category	2020-21 Applied #3	2021-22 Applied #3	2022-23 Restoration	2022-23 Decline	2022-23 Adjustment	2022-23 Applied #1	2022-23 Applied #2	2022-23 Growth	2022-23 Funded
Credit	29,269.68	29,269.68	-	-	-	29,269.68	29,269.68	-	29,269.68
Incarcerated Credit	198.00	198.00	-	-	-	198.00	198.00	-	198.00
Special Admit Credit	960.45	960.45	-	-	-	960.45	960.45	-	960.45
CDCP	3.21	3.21	-	-	-	3.21	3.21	-	3.21
Noncredit	126.75	126.75	-	-	-	126.75	126.75	-	126.75
Total FTES=>>>	30,558.09	30,558.09	-	-	-	30,558.09	30,558.09	-	30,558.09
Total Values=>>>		\$150,082,135	\$0	\$0	\$0				
Change from PY to CY=>>>		\$8,053,769							

variable	j = g x l 2022-23 Applied #2 Revenue	k = h x l 2022-23 Growth Revenue	l 2022-23 P2 Rate \$*	m = j + k 2022-23 Total Revenue
Credit	\$141,679,471	\$ -	\$4,840.49	\$141,679,471
Incarcerated Credit	1,344,015	-	\$6,787.96	1,344,015
Special Admit Credit	6,519,493	-	\$6,787.96	6,519,493
CDCP	21,789	-	\$6,787.96	21,789
Noncredit	517,367	-	\$4,081.79	517,367
Total	\$150,082,135	\$0		\$150,082,135

n 2022-23 Applied #0	o = f + h 2022-23 Applied #3	p = n - o 2022-23 Unfunded FTES	q = p x l 2022-23 Unfunded FTES Value
30,933.52	29,269.68	1,663.84	\$ 8,053,769
198.00	198.00	-	-
960.45	960.45	-	-
3.21	3.21	-	-
126.75	126.75	-	-
32,221.93	30,558.09	1,663.84	\$ 8,053,769

Total Value=>>> \$158,135,904

Section Ib: 2022-23 FTES Modifications

variable	r Applied #0 19-20 FTES	s Reported 320 2022-23 P2 FTES	t Emergency Conditions Allowance (ECA) COVID-19	u Other	n = s + t + u 2022-23 Applied #0	Definitions:
Credit	30,933.52	25,760.31	5,173.21	-	30,933.52	PY App#3: PY App#1 plus PY Growth, is the base for CY
Incarcerated Credit	198.00	200.00	(2.00)	-	198.00	CY App#0: Reported R1 FTES with COVID-19 and other ECA and statutory protections. These FTES are used in the calculations of the CY funded FTES.
Special Admit Credit	960.45	1,150.00	(189.55)	-	960.45	CY App#1: Base for CY plus any restoration, decline or adjustment
CDCP	3.21	78.63	(75.42)	-	3.21	CY App#2: FTES that will be funded not including growth
Noncredit	126.75	112.86	13.89	-	126.75	CY App#3: CY App#1 plus Growth and used as the base for the following year
Total	32,221.93	27,301.80	4,920.13	-	32,221.93	CY Adjustment: Alignment of FTES to available resources.
						Change Prior Year to Current Year: CY App#0 value minus PY App#3 value and is the sum of CY restoration, decline, growth and unapplied values

Section Ic: FTES Restoration Authority				
variable	v	w	y	z = (v + w + y) x l
FTES Category	2019-20	2020-21	2021-22	Total \$
Credit	-	-	-	\$ -
Incarcerated Credit	-	-	-	-
Special Admit Credit	-	-	-	-
CDCP	-	-	-	-
Noncredit	-	-	-	-
Total	-	-	-	\$ -

Section Id: FTES Growth Authority			
variable	aa	ab	ac = aa x ab
FTES Category	% target	2021-22 Applied #3 FTES	2022-23 Growth FTES
Credit	2.66%	29,269.68	779.48
Incarcerated Credit	2.66%	198.00	5.27
Special Admit Credit	2.66%	960.45	25.58
CDCP	2.66%	3.21	0.09
Noncredit	2.66%	126.75	3.38
Total		30,558.09	813.79
Total Growth FTES Value =>>> \$			3,996,835

Section Ie: Basic Allocation

District Type/FTES	Funding Rate	Number of Colleges	Basic Allocation	FTES	Funding Rate	Number of Centers	Basic Allocation	
<u>Single College Districts</u>				<u>State Approved Centers</u>				
≥ 20,000	9,917,373.09	-	\$0	≥ 1,000	\$1,983,474.31	1	\$1,983,474	
≥ 10,000 < 20,000	7,933,898.79	-	-	<u>Grandparented Centers</u>				
< 10,000	5,950,421.36	-	-	≥ 1,000	1,983,474.31	-	-	
<u>Multi-College Districts</u>				≥ 750 < 1,000	1,487,605.34	-	-	
≥ 20,000	7,933,898.79	-	-	≥ 500 < 750	991,736.37	-	-	
≥ 10,000 < 20,000	6,942,160.85	1	6,942,161	≥ 250 < 500	495,868.97	-	-	
< 10,000	5,950,421.36	2	11,900,842	≥ 100 < 250	247,936.04	-	-	
<u>Additional Rural \$</u>	1,892,600.56	-	-	Subtotal				
			Subtotal				\$18,843,003	\$1,983,474
							Total Basic Allocation	\$20,826,477
							Total FTES Allocation	150,082,135
							Total Base Allocation	\$170,908,612

Section II: Supplemental Allocation

Supplemental Allocation - Point Value \$1144.62	Points	2021-22 Headcount	Rate	Revenue
AB540 Students	1	1,242	\$1,144.62	\$1,421,617
Pell Grant Recipients	1	11,804	1,144.62	13,511,089
Promise Grant Recipients	1	21,539	1,144.62	24,653,961
		Totals		\$39,586,667

Section III: Student Success Allocation

All Students - Point Value \$674.94	Points	2019-20 Headcount	2020-21 Headcount	2021-22 Headcount	Three Year Average	Rate = Point Value x Points	Revenue
Associate Degrees for Transfer	4	1,491	1,833	1,804	1,709.33	\$ 2,699.76	\$4,614,784
Associate Degrees	3	2,517	2,500	2,512	2,509.67	2,024.82	5,081,617
Baccalaureate Degrees	3	0	0	0	0.00	2,024.82	0
Credit Certificates	2	627	481	483	530.33	1,349.88	715,885
Transfer Level Math and English	2	1,246	1,122	1,030	1,132.67	1,349.88	1,528,962
Transfer to a Four Year University	1.5	1,785	1,946	2,141	1,957.33	1,012.41	1,981,621
Nine or More CTE Units	1	5,066	4,852	4,514	4,810.67	674.94	3,246,907
Regional Living Wage	1	6,462	6,088	6,819	6,456.33	674.94	4,357,632
All Students Subtotal		19,194	18,822	19,303	19,106.33		\$21,527,408
Pell Grant Recipients - Point Value \$170.24							
Associate Degrees for Transfer	6	931	1,123	1,094	1,049.33	\$ 1,021.46	\$1,071,857
Associate Degrees	4.5	1,497	1,441	1,472	1,470.00	766.10	1,126,164
Baccalaureate Degrees	4.5	0	0	0	0.00	766.10	0
Credit Certificates	3	271	235	174	226.67	510.73	115,766
Transfer Level Math and English	3	584	440	451	491.67	510.73	251,110
Transfer to a Four Year University	2.25	931	1,078	1,102	1,037.00	383.05	397,222
Nine or More CTE Units	1.5	2,518	2,389	2,089	2,332.00	255.37	595,514
Regional Living Wage	1.5	2,531	2,367	2,731	2,543.00	255.37	649,396
Pell Grant Recipients Subtotal		9,263	9,073	9,113	9,149.67		\$4,207,029
Promise Grant Recipients - Point Value \$170.24							
Associate Degrees for Transfer	4	1,246	1,508	1,459	1,404.33	\$ 680.98	\$956,318
Associate Degrees	3	2,051	1,999	2,007	2,019.00	510.73	1,031,168
Baccalaureate Degrees	3	0	0	0	0.00	510.73	0
Credit Certificates	2	387	331	297	338.33	340.49	115,198
Transfer Level Math and English	2	880	740	659	759.67	340.49	258,657
Transfer to a Four Year University	1.5	1,275	1,447	1,547	1,423.00	255.37	363,386
Nine or More CTE Units	1	3,587	3,431	3,081	3,366.33	170.24	573,098
Regional Living Wage	1	4,135	3,803	4,336	4,091.33	170.24	696,525
Promise Grant Recipients Subtotal		13,561	13,259	13,386	13,402.00		\$3,994,350
Total Headcounts		42,018	41,154	41,802	41,658.00		\$29,728,787
Total Student Success Allocation							\$29,728,787

Assignment & Duties Review

Please complete this form for further evaluation of how to streamline duties in Admissions & Records. You do not need to complete all ten questions. List specifics of each Key Function.

* Required

* This form will record your name, please fill your name.

1. Position title *



2. When did you start in the position? *

3. Key Function One *

4. How long have you been doing Key Function One? *

5. Rate Key Function One as it relates to your CORE responsibilities *



6. Key Function Two *

7. How long have you been doing Key Function Two? *

8. Rate Key Function Two as it relates to your CORE responsibilities *



9. Key Function Three? *

10. How long have you been doing Key Function Three? *

11. Rate Key Function Three as it relates to your CORE responsibilities *



12. Key Function Four? *

13. How long have you been doing Key Function Four? *

14. Rate Key Function Four as it relates to your CORE responsibilities *



15. Key Function Five? *

16. How long have you been doing Key Function Five? *

17. Rate Key Function Five as it relates to your CORE responsibilities *



18. Key Function Six? *

19. How long have you been doing Key Function Six? *

20. Rate Key Function Six as it relates to your CORE responsibilities *



21. Key Function Seven? *

22. How long have you been doing Key Function Seven? *

23. Rate Key Function Seven as it relates to your CORE responsibilities *



24. Key Function Eight? *

25. How long have you been doing Key Function Eight? *

26. Rate Key Function Eight as it relates to your CORE responsibilities *



27. Key Function Nine? *

28. How long have you been doing Key Function Nine? *

29. Rate Key Function Nine as it relates to your CORE responsibilities *



30. Key Function Ten? *

31. How long have you been doing Key Function Ten? *

32. Rate Key Function Ten as it relates to your CORE responsibilities *



33. Rank your Key Functions as it relates to the core mission of Admissions & Records *

Key Function One
Key Function Two
Key Function Three
Key Function Four
Key Function Five
Key Function Six
Key Function Seven
Key Function Eight
Key Function Nine
Key Function Ten

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