



Admissions and Records Program Review 2013-2014

Section I – Accomplishments and Status of 2012 Program Review Report

A. Last Year's Initiatives

- **2013-14 Initiatives that did not require funding:**

AR 1301: Help student athletes regain, maintain eligibility for participation between first & second seasons.
STATUS – Ongoing, and has become a joint initiative with the Athletics Department (see ICA 1404).

AR 1303: Assure that A&R hours of operation are adequate to meet students' needs, create greater operational efficiency and make more efficient use of facilities by adjusting A&R hours of operation to better reflect the demand for in-person services prior to 5 p.m. Monday-Thursday.

STATUS – Not achieved, being reconsidered along with major shift in services as mandated by SB 1456. There are still security concerns about "closing" the Admissions & Records Office while the building remains open since access to the area cannot be controlled or prohibited by gates, etc. It is insecure.

WC 1301: Assure that students are able to complete the VC entry or re-entry process by providing them with instruction and assistance to give them a better command and understanding of the MyVCCCD student portal and will be able to use it to track their financial aid status, register online, retrieve personal alert messages, and eventually produce their own degree and transfer evaluations using DegreeWorks.

STATUS – Achieved. Student responses to satisfaction surveys are consistently positive regarding the information and knowledge they gain at the Welcome Center, including a better understanding of the use of DegreeWorks as a progress and registration assistance tool.

- **2013-14 Initiatives that required funding:**

A&R 1302: Maintain acceptable level of staffing in A&R to meet student, operational and institutional needs by relocating the International Student Specialist position to A&R and planning for the 3-year phased discontinuation of International Student admissions. (Also IS 1301)

STATUS – Successful/Reconsidered. There is renewed interest at the District and College administrative levels in re-establishing and reviving the International Students' Program. The IS program is now under the umbrella of the Registrar's Office, hence there is a new initiative in this program review to revive and continue the program. The basic initiative, relocation of the IS Specialist to A&R, has been achieved; however, we are hearing from International Students that they feel alienated by the reassignment and relocation. The request for \$1400.00 in computer equipment was denied through Program Review, but other funds were allocated to meet the need.

AR 1304: Maintain level of service provided by the Welcome Center by planning for the institutionalization of funds for the Student Ambassador Program. (Also WC 1301)

STATUS – Partial Success, ongoing. We were approved for \$10,000 of the \$25,000 requested in general fund monies to fund Student Ambassadors was approved last year; however, that provides only a portion of the grant and categorical monies that fund the program currently. Additional general fund monies will be requested this year to continue the institutionalization of the program.

B. Updates/accomplishments pertaining to any of the Student Success or Operating Goals from last year's report.

See IIIa-A



Admissions and Records Program Review 2013-2014

Section II - Description

A. Description of Program/Department

REGISTRAR'S OFFICE: The purpose of the Registrar's Office is to provide oversight and supervision to designated Enrollment Services, monitor and ensure compliance with state and federal mandates, local board policy and procedures across diverse areas of campus operations relative to Enrollment and Student Services. The Registrar's Office provides oversight and supervision to the Admissions and Records Office (including staff at the Ventura College Santa Paula site), Welcome Center and Outreach Services, and International Students' Programs & Services. (See Appendix 1A for scope of responsibility)

ADMISSIONS & RECORDS: The purpose and charge of Admissions and Records is to support and promote the Ventura College mission, vision and goals. Under the general direction of the Registrar's Office, staff in Admissions and Records and the new Ventura College Welcome Center facilitates students' access to the institution and successful attainment of their educational goals by offering a comprehensive range of student services and processes. (See Appendix 1A for scope of responsibility)

WELCOME CENTER: The purpose of the Welcome Center is to provide students with an excellent entry experience at Ventura College. The Welcome Center serves both new and returning students. Full-time staff and Student Ambassadors will use a comprehensive personal approach to assist students with the admissions and financial aid processes; guide students through the setup of a MYVCCCD Student Portal account; assist with the assessment and registration processes; connect students with appropriate Student Support Services; offer Campus Tours; and answer general questions about the college, its programs and services.

INTERNATIONAL STUDENTS PROGRAM & SERVICES: The International Students office provides assistance and support to International students to facilitate their successful integration into American college life.

B. Program/Department Significant Events (Strengths and Successes), and Accomplishments

- *What has changed over the past year (i.e. staffing, regulations, etc.)?*

STAFFING:

Sadly one of the most significant events for Admissions & Records during the 2012_13 year was the sudden loss of Isabel Tapia. Her contributions to the strength, efficiency and personality of our office are sorely missed.

The Admissions and Records office has returned to the 2010-11 level in terms of the number of bodies in A&R with the relocation of the International Student Specialist and filling of Isabel's Admissions & Records Technician. We are fortunate to add Angeline Gonzalez as a full-time staff member; she brings 5 years of progressive A&R experience to the table; and to bring Rosie Stutts into the office in her capacity as International Student



Admissions and Records Program Review 2013-2014

Specialist. However, we are not back to 100% in terms of the existing workload as the IS Specialist has assumed a lesser portion of A&R duties due to her ongoing responsibilities for International Students.

The Welcome Center staffing remains constant in terms of two full-time classified staff; there is a need, however, to continue institutionalization of their positions given that the Title V Cooperative Grant which funds them is in the 4th year of its 5-year life cycle. The college may also want to consider adding a 2nd part- or full-time Outreach Specialist, given the number of outreach opportunities that are turned down each year because we lack the staff to provide services.

- Funding for Student Ambassadors also requires institutionalization for guaranteed continuation of the program and will need to be increased to adequately meet increasing demand for services throughout semesters and summer session (e.g. Welcome Tables, outreach activities, Welcome Center and SSC Computer Center support during peak activity periods, classroom presentations).

Staffing for International Students' Programs & Services remains constant with one full-time International Student Specialist; that staffing is adequate only to continue performing the immigration duties to the small number of International Students currently enrolled (27 in Fall 2013). Should the program be continued with the intent of reviving it, additional classified support and committed counseling faculty hours will be needed as a minimum standard for support of the program.

CHANGES and CHALLENGES:

- *What is impacting the program now?*

It is clear that at the federal and state government levels, increasing emphasis is being placed on dual elements of access and successful completion; to that end, new legislation imposes new standards and requirements that impact all of the services provided under the umbrella of the Registrar's Office; among them:

- *SB 1456* – Student Success Act (specifically the need for an accurate Student Educational Plan that includes external coursework)
- *SB 1440* – Associate Degrees for Transfer (adds a new & additional degree evaluation requirement)
- *SB 440* – Additional requirements for ADTs including outreach activities
- *Title IV regulations for Financial Aid* that require more accurate collection of high school completion status, early posting of external college units and degrees
- *CA. Title 5 (58108)* - CCC Mandated Enrollment Priorities that impose requirements to exempt certain groups from the loss of enrollment priority, and mandates an appeals process available to all students, both of which require manual monitoring and processing.

A summary of the workload-creating requirements to support compliance with these and other legal mandates and initiatives include:

- Implementation of a district-wide document imaging system that will incorporate all of our currently-imaged and hard copy student records
- Implementation and ongoing maintenance of course-to-course articulation of external coursework in support of the SB 1456 mandates
- Phase II implementation of the document imaging system, applying OCR technology to read and articulate external courses in Banner (required that the Banner piece be built first)
- Implementation of an automated transcript-ordering system
- Full implementation of DegreeWorks as a degree evaluation and Student Education Plan tool (Fall 2014)
- Full implementation of mandated enrollment priorities (Fall 2014)
- Increased requirements for outreach and pre-admission services that target specific audiences such as AB 540 and Dream Act-eligible students and parents; foster youth; veterans.
- Increased coordination with Oxnard and Moorpark Colleges in delivering outreach and pre-admission services to local area high schools, since these services will generate funding under SB 1456
- Renewed interest in revitalizing the International Student programs district-wide



Admissions and Records Program Review 2013-2014

These projects involve more than technical implementation; they also require substantial changes to the business practices followed on each campus, and to some degree an alignment of those practices in order to reach the intended goal. Staff will be involved in planning, testing and implementing the technical and practical aspects of the new systems, DegreeWorks as a degree evaluation tool, and will be required to handle the manual clearances required for students whose appeal for reinstated enrollment priority is approved.

ADMISSIONS & RECORDS

It is increasingly clear that there has been a shift in the demands on Admissions and Records which will require something of a paradigm shift in the operation itself. The department is much less of a front counter, customer service organization now that the Welcome Center has so successfully assumed responsibility for assisting students with their admission application, registration and portal access issues. Demands on the Admissions & Records Office staff now involve more complex, compliance-driven processes that require a substantial knowledge and skill base in all areas of college admissions (residency), records integrity and management, eligibility determination, compliance, degree and transfer evaluations. Admissions and Records is a pivotal source of support for instructional programs, student and instructional support services, and a key source and monitor of institutional accountability and compliance at the college and district levels.

AB 1456 Student Success Act of 2012 includes several requirements for Student Services professionals. The requirement for every student to have a comprehensive Student Educational Plan, in particular, directly impacts the A&R workload. A comprehensive SEP includes external coursework that can be used to satisfy degree/certificate or transfer requirements. A&R is tasked with:

- Building the course-to-course articulation framework in Banner (per external college),
- Receiving, reviewing and entering external courses at the point of admission instead of graduation; this becomes an ongoing process as required to populate student transcripts and *DegreeWorks* (for use by students and counselors to produce SEPs and degree audits)
- Maintaining and updating catalog changes from other colleges
- Managing transition to automated process when Phase II of district wide document imaging system is implemented.

SB 1440 Associate Degrees for Transfer has increased workload in two ways:

- First, the number of awarded degrees increased roughly 13% in 2012-13 compared to the prior year, primarily due to the increase in the number of ADTs offered by the college.
- Second, the CSU system has imposed its own evaluations timeline and requirements on community colleges, including the implementation of an early “preliminary” evaluation in addition to the final evaluation and award. This workload will continue to increase as the college develops more ADTs.

Degrees and Certificates of Achievement Awarded	<u>FY 2012</u> 1,133	<u>FY 2013</u> 1,301
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State-Mandated Enrollment Priorities which must be fully implemented by the onset of Fall 2014 registration require that students who meet specified criteria lose their registration priority unless they are subject to exemption or have an approved appeal. A&R workload is increased by the need to *manually enter* registration appointments for the following:

- Qualified 2nd-semester student athletes
- Appointments for qualified students in identified “exempt” populations (high unit majors, high unit or impacted transfer programs, etc.)
- Appointments for students with an approved appeal.

Federal and statewide emphasis on services for foster youth, military service members and veterans indicates a need for staff training to increase knowledge of, and sensitivity to the needs of these special populations, and for services tailored to meet these needs.



Admissions and Records Program Review 2013-2014

Interest in reviving the International Student Program, should it prove successful, would mean an increase in workload for the International Student *Specialist that would redirect assignments away from Admissions & Records work.*

WELCOME CENTER and OUTREACH

Stability and sustainability are primary concerns for the Welcome Center. Approximately 90% of the funding for the center, including that for full time classified staff and student ambassadors, comes from the Title V Cooperative Grant, which will expire on October 1, 2015.

SB 1456 Student Success Act of 2012 will increase demand for Welcome Center and Outreach services at local area high schools and on campus as it makes matriculation (aka Student Success) activities mandatory for all new students. Welcome Center & Outreach services provide the necessary first step of making sure new students have applied and accessed their student portal, and familiarizes them with the pathway they will follow through subsequent services.

Likewise the Welcome Center will play a new supporting role in assisting students with the technology and process required to complete their mandatory abbreviated Student Educational Plan (using DegreeWorks), and the online new student orientation.

SB 440 Student Transfer Achievement Reform Act is a follow-up bill to SB 1440 that imposes, among other elements, new responsibilities in outreach activities to inform new students of the ADT pathways. The Welcome Center is the primary vehicle for delivering outreach activities and information to new students.

Federal and statewide emphasis on services for foster youth, military servicemembers and veterans dictates a need to tailor pre-enrollment matriculation activities to those populations. As stated above, it also indicates a need for staff training to increase knowledge of, and sensitivity to the needs of these special populations.

INTERNATIONAL STUDENTS PROGRAM and SERVICES

There is campus and district interest in reconsidering the decision to discontinue this program at Ventura College. Successful revival of the program would mean dedicating efforts to effective recruitment, increased commitment for the resources necessary to meet the IS student needs, and ultimately an increase in workload for the International Student Specialist that would redirect assignments away from Admissions & Records work.

C. College Vision

Ventura College will be a model community college known for enhancing the lives and economic futures of its students and the community.

D. College Mission

At Ventura College, we transform students' lives, develop human potential, create an informed citizenry, and serve as the educational and cultural heart of our community. Placing students at the center of the educational experience, we serve a highly diverse student body by providing quality instruction and student support, focusing on associate



Admissions and Records Program Review 2013-2014

degree and certificate completion, transfer, workforce preparation, and basic skills. We are committed to the sustainable continuous improvement of our college and its services.

E. College Core Commitments

Ventura College is dedicated to following a set of enduring Core Commitments that shall guide it through changing times and give rise to its Vision, Mission and Goals.

- Student Success
- Respect
- Integrity
- Quality
- Collegiality
- Access
- Innovation
- Diversity
- Service
- Collaboration
- Sustainability
- Continuous Improvement

F. Organizational Structure

President: Greg Gillespie **Executive Vice President:**

Dean: Victoria Lugo

Supervisor: Susan Bricker, Registrar

Name	Angeline Gonzalez
Classification	A&R Technician
Year Hired	2013
Year of Industry Experience	5
Degrees/Credentials	AA General Studies, BA Early Childhood Education (2014)

Name	Sandra Gustafson
Classification	A&R Technician
Year Hired	1999
Year of Industry Experience	21
Degrees/Credentials	AS Degree 1993

Name	Lori Kramer
Classification	A&R Technician
Year Hired	1994
Years of Industry Experience	32
Degrees/Credentials	

Name	Patty Mazuca
Classification	A&R Technician
Year Hired	2000
Years of Industry Experience	11
Degrees/Credentials	



Admissions and Records Program Review 2013-2014

Name	Celia Rodriguez
Classification	Assistant Registrar
Year Hired	1984
Years of Industry Experience	27 ½ years
Degrees/Credentials	AS Degree

Name	Maiya Rodriquez
Classification	Student Services Specialist II/Bilingual (VCSP)
Year Hired	1991
Years of Industry Experience	33
Degrees/Credentials	

Name	Rosie Stutts
Classification	Student Services Specialist
Year Hired	1989
Years of Industry Experience	26
Degrees/Credentials	AA General Liberal Arts/AS Math BA Business Administration; BA Psychology; MA Psychology (2014)

Section IIIa – Data and Analysis

A. SUO Data

Admissions & Records

- We've learned that there is a present and ongoing need to evaluate our services relative to specific populations; to that end, we will:
- Continue to work with the Athletic Department and Athletic Counselor to address the retention and persistence of student athletes between first and second seasons, with the ultimate goal being to increase the completion rates among student athletes and for the college;
- Pursue the establishment of a Veterans' Center through this year's initiatives, as the special needs of our military veteran students can be diverse, and can require more services than the campus offers (e.g. job coaching, mental health counseling, etc.) A Veterans' Center will provide a place for other service providers to interact with our veteran students.
- Pursue the resources required to support revitalization of the International Students' Program, a goal in which the college and district leadership has expressed interest.

Welcome Center

- Satisfaction survey responses indicate that we are successfully providing effective, valuable services to students; overall satisfaction with services is at or near 100%.
- A study based on new first-time students who attended Application Workshops in Spring 2012 shows that a)roughly 88% of the workshop students persist to the next semester; and b)roughly 87% of non-workshop first-time students persist to the next semester. While the 88% is a measure of success overall, it doesn't appear that the application workshops contributed much to that success. The study



Admissions and Records Program Review 2013-2014

was based on a baseline from the first year that the workshops were offered, however, and will be repeated on new first-time students who did and did not attend workshops during Spring 2013.

B. Operating Data

1. Service Data

What populations are served by the program?

All current, prospective and prior students are served on the VC campus and at the Ventura College Santa Paula site (VCSP). College and district staff, faculty and administrators are served by the operations under the Registrars’ Office umbrella, as well as community groups and individuals seeking information.

The population served by A&R staff includes more than 12,000 enrolled full- and part-time credit-seeking students at the main campus and the VCSP plus prior students who require transcripts, degree verifications and other services, and potential students who require assistance beyond the admission application process (non-citizens and non-residents primarily). The department also provides specialized services to special populations such as military veterans and their dependents who are claiming VA benefits, foster youth and former foster youth, concurrently enrolled high school students and student athletes; and offers support and services to EOPS and EAC students in addition to those provided by the individual programs. In addition, the staff provides assistance, information and services to the faculty, administrators and other staff members on campus, from the district office, and from the two other campuses of our district.

The Welcome Center, which includes general Outreach Services, provides services and assistance to potential and new incoming students; public and private high schools in the west county service area; community organizations including those targeting foster youth who are aging out of the systems; colleges and universities through our participation in UCSB’s Higher Ed. Week activities. More than 3,600 students were served at the Welcome Center and Welcome Tables during the first week of Fall 2013. (Appendices 1C and 1D, attached). Thousands of incoming high school graduates receive their first services via the application and portal workshops conducted on their high schools’ campuses.

Population served by the International Students’ Program is defined by the program’s specific purpose; and in fact the program was recommended for discontinuation in last year’s program review, based partially on the low number of international students enrolled during the 2012-13 year (37). There is renewed interest in revitalizing the program at district and college levels, however, prompting a request for the necessary resources to support such activity in this year’s program review.

b) How many students, classes, etc. have been served by the program over the last two years (per semester)?

ADMISSIONS & RECORDS:

Fall 2011	Spr 2012	Fa 2012	Spr 2013	Fa 2013	Diff Fall 2010 to Fall 2011
13,763	14,198	13,067	12,987	12,979	Fall '11 to Fall '13: -5.9% (814)

Table A: VCCCD Institutional Research Website, 4th Week “Snapshot”

Table A addresses only credit headcount enrollments. It shows a decline of 5.9% from Fall 2011 to Fall 2013, and an 8.5% decline in Spring 2012 to Spring 2013 enrollments. These declines can be described as the intended results of changes/restrictions in eligibility for federal financial aid; ability of students to repeat courses and restrictions to repeatable courses; implementation of district-wide enrollment priorities and restrictions; budget-driven decisions to reduce available course offerings and cancel low-enrollment classes early in the registration process;



Admissions and Records Program Review 2013-2014

limitations placed on concurrently enrolled high school students that limit the number of units they can take and prohibit them from enrolling in physical activity courses.

What cannot be shown by a chart is the diversity of the student populations we serve, including an increasing number of AB 540- and Dream Act-eligible students; foster youth and former foster youth; military veterans and dependents; ADT degree/transfer students; financial aid students; disenfranchised older students seeking job skills or career changes.

State resources still predict that community college headcount enrollments will continue to adjust, preferring the term “right-sizing” to “decrease”. While that may indeed be the case, new and pending state and federal legislative mandates will continue to create new workload priorities for all of student services including the Registrar’s Office, Admissions & Records, Welcome Center, Outreach and International Students. The necessary implementation of new technology and business processes is and will continue to test the adequacy of staffing in these areas, not only in terms of sufficient numbers but also in terms of the knowledge, skill and education required to perform complex new operations.

WELCOME CENTER/OUTREACH SERVICES:

Charts below depict the busiest periods for the Welcome Center and Outreach Services for the Fall 2012 and Spring 2013 semesters. Statistics provided in Michael Callahan’s reports *Welcome Center Contacts-May 2012 to September 2012* and *Welcome Center Contacts- October 2012 – January 2013* reveal that male and female students receive services in nearly equal numbers (headcount differed by only 5 students in the May-Sept 2012 report); that more than 50% of students served are Hispanic, and more than 63% are between the ages of 17 and 24.

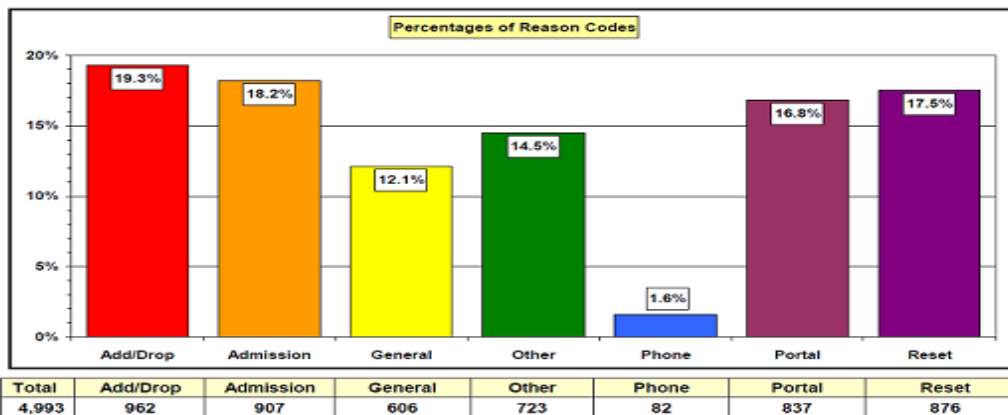


Chart A: Welcome Center Services delivered May – September 2012; Callahan, M., Ventura College Office of Research and Evaluation, *Welcome Center Contacts-May 2012 to September 2012*

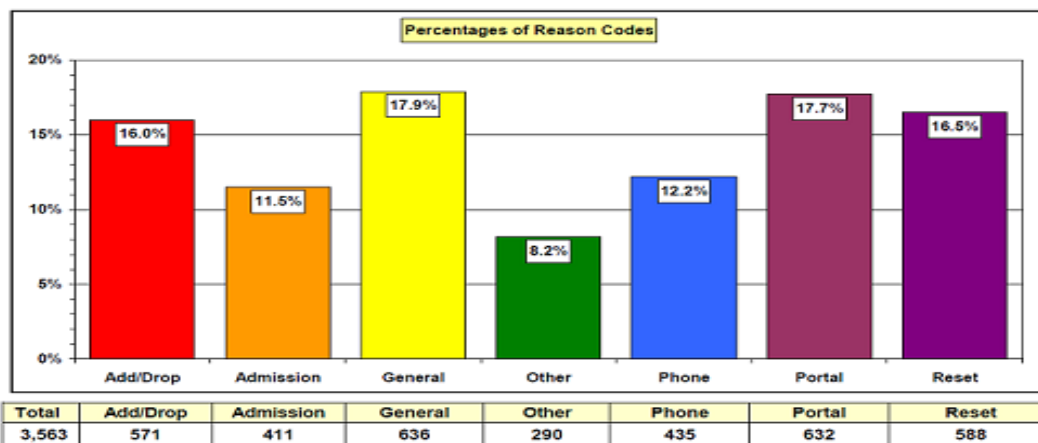


Chart B: Welcome Center Services delivered October 2012 – January 2013; Callahan, M., Ventura College Office of Research and Evaluation, *Welcome Center Contacts- October 2012 – January 2013*



Admissions and Records Program Review 2013-2014

INTERNATIONAL STUDENTS

The International Student population at Ventura College is 27 this Fall 2013 semester, down from 34 students last year. It should be noted, however, that in tracking the number of inquiries received in Admissions and Records and other departments, we would have had the potential to enroll a minimum of 9 new International Students for Spring 2014 had we been accepting new applicants.

Interest has been expressed at both the college and district levels in reopening and reviving the International Student program at Ventura, and growing the program still in existence at Moorpark College. Oxnard College is prohibited from admitting International Students at this time, as they terminated their SEVIS (federal) approval to do so. A healthy IS population is seen as both a revenue source and a positive contribution to the culture and diversity of our campuses and district.

We have assessed at the campus level and determined that we could provide adequate support and services to a modestly increased IS population of no more than 10 new students per term if provided the minimum resources necessary to meet federal mandates, address issues of access and success. Those resources are included in our initiative IS 1401, requesting to reopen the program.

2. Budget

Instructions:

- *Review of summarized budget information is required. The yellow and blue sections of your budget data provide summaries. Detail data is provided if you want to see additional information; however, reviewing the backup data is not required. Check the boxes below if you have no further comments to make. Note: do not delete these boxes when/if you delete instructions from this document.*
- *Have there been any significant changes in the budget over the past three years? Have these changes had a positive or negative effect on student learning? If additional funds are needed, explain why. Initiatives will be required to be noted in more detail in Section IV.*
- *Requests for contract/full time faculty or classified staff should be addressed in the resource section below.*
- *Please check the appropriate box below then provide your summary beginning on the next line.*
 - Program members have reviewed the budget data. **XXX**
 - No comments or requests to make about the budget

Admissions & Records: Budget includes Registrar's Office operations, the A&R position at VCSP, and has been increased to include the International Student Specialist and some resources to support the International Student program and mandated services. The budget is not adequate to support A&R staffing needed to effectively implement course-to-course articulation and document imaging projects and to maintain existing required operations.

Welcome Center: Budget includes only \$10,000 for Student Ambassadors at this point, with the balance (2 full-time classified staff, equipment, furniture and supplies) coming out of Title V Collaborative Grant funds, or the A&R budget. The Welcome Center budget is inadequate in that it does not provide for the institutionalization of funds for the center's classified staff members and ongoing operation.

International Students: The line item for this program was folded into A&R budget, but we will be requesting to reinstate and increase funding to support reactivation of the program. The budget is not adequate to support reactivation of the Student Services program

C. Resources Unnecessary, duplication of effort.

1. Classified Staff

Instructions:

- *Have there been changes in the number of classified staff in the program/department over the last three years?*
- *What has been the effect of decreases/increases in classified staff on the program or department?*
- *What classified positions (if any) will you be requesting based on the data/numbers/changes in program/department? Explain briefly. Requests need to be entered in more detail in Section IV.*



Admissions and Records Program Review

2013-2014

Classified staff levels have remained constant in the Welcome Center and International Students; the staffing level in A&R has recovered from three years of reductions, to the 2010-11 level. Current staffing is not adequate to support compliance with legislative mandates that will be implemented beginning Spring 2014.

Requests for a Student Services Specialist/Student Records (new job classification needed), institutionalization of two classified positions at the Welcome Center, and a part-time office assistant for the International Students' Program are included in this program review.

2. Inventory

Instructions:

In the last year, a complete inventory has been taken of all college equipment. Detailed inventory lists, by room, are now available for your review. If you are requesting equipment, you need to review the inventory list and explain whether or not it is accurate. If you have any questions pertaining to inventory lists, please contact Dave Keebler.

- *What equipment requests are you making (if any) to ensure that the program/department has functional, current, and otherwise adequate inventory to maintain a quality learning environment? Is the current equipment aging and need replacement or is new equipment needed? Is ongoing maintenance required for some equipment? If so explain. Requests need to be entered in more detail in Section IV.*

Computers in A&R are aging and losing functionality; computers in the Welcome Center and SSC Student Registration Center experience frequent problems; new staff and centers would require computer equipment as well.

Requesting to have:

- All A&R computers replaced whether new or through refresh;
- WC and SSC student computers assessed and refreshed if necessary;
- New computers, printers, etc. for Veterans' Center and International Students' Program.

3. Facilities or other Resource Requests

Instructions:

- *Is your program/department making any other requests for resources, including for facilities?*
- *Initiatives will be entered in more detail in Section IV.*
- *Note: Any safety issues need to be reported immediately and not wait for program review. Safety issues may be reported here in addition to being reported to the dean.*

Maintenance/Repair – Requesting:

- Address climate control issues in A&R, Welcome Center. Areas are often too cold for staff/students to work in comfortably.

Facilities New – Requesting:

- Locations for Veterans' Center and International Students program, will require some amount of remodeling.
- Address need to secure the A&R Office.

Other Resources:

Equipment Funds -

- staff/student workstations (Veterans Center, International Students); comfortable seating for both offices

Add'l General Funds –

- Printing/mailing/supplies,
- travel and conference,
- counseling hourly,
- cleaning (WC),
- institutionalize funds for Student Ambassadors,

4. Combined Initiatives See section IV



Admissions and Records Program Review 2013-2014

Section IIIb – Other Program Goals and Initiatives

A. Other Program Goals

Instructions: Aside from the goals determined from looking at specific institutional and program data, are there any other program goals for which you may or may not request funding? If so, please explain and enter it as an initiative with more detail in Section V. Such goals may include:

- *Innovation*
- *Legislation*
- *Regulations*
- *Industry Standards*
- *New Technology*
- *Professional Development*
- *Advisory Committee Recommendations*

While some data, especially relative to the Welcome Center and Outreach Services, indicate that we are providing effective services to the intended populations, the majority of initiatives for Admissions & Records and the Welcome Center have to do with supporting regulatory mandates, legislative compliance, industry standards, the effective implementation and use of new technology. Such incentives have been addressed at length in Section IIB, including:

- *SB 1456 – Student Success Act* (specifically the need for an accurate Student Educational Plan that includes external coursework)
- *SB 1440 – Associate Degrees for Transfer* (adds a new & additional degree evaluation requirement)
- *SB 440 – Additional requirements for ADTs* including outreach activities
- *Title IV regulations for Financial Aid* that require more accurate collection of high school completion status, early posting of external college units and degrees
- *CA. Title 5 (58108) - CCC Mandated Enrollment Priorities* that impose requirements to exempt certain groups from the loss of enrollment priority, and mandates an appeals process available to all students, both of which require manual monitoring and processing.

These incentives drive the following program goals, which are addressed through our initiatives:

- Implementation of a district-wide document imaging system that will incorporate all of our currently-imaged and hard copy student records
- Implementation and ongoing maintenance of course-to-course articulation of external coursework in support of the SB 1456 mandates
- Phase II implementation of the document imaging system, applying OCR technology to read and articulate external courses in Banner (required that the Banner piece be built first)
- Implementation of an automated transcript-ordering system
- Full implementation of DegreeWorks as a degree evaluation and Student Education Plan tool (Fall 2014)
- Full implementation of mandated enrollment priorities (Fall 2014)
- Increased requirements for outreach and pre-admission services that target specific audiences such as AB 540 and Dream Act-eligible students and parents; foster youth; veterans.
- Increased coordination with Oxnard and Moorpark Colleges in delivering outreach and pre-admission services to local area high schools, since these services will generate funding under SB 1456
- Renewed interest in revitalizing the International Student programs district-wide



Admissions and Records Program Review 2013-2014

Section IV - Initiatives

Instructions:

Please list your initiatives below, including any you are carrying forward from prior years. Add as many as needed. Deans/division offices will put the information onto the initiatives charts. Every program/department needs initiatives that do not require resources.

Ranking:

The ranking provided below indicated the program/department's ranking. The initiatives will be ranked again later at the division level before going to the appropriate committees (i.e. technology) for additional ranking.

R = Required – mandated or unavoidable needs (litigation, contracts, unsafe to operate conditions, etc.)

H = High – Approximately 1/3 of the total program/department/division's initiatives by resource category

M = Medium – Approximately 1/3 of the total program/department/division's initiative by resource category

L = Low – Approximately 1/3 of the total program/department/division's initiatives by resource category

ADMISSIONS & RECORDS INITIATIVES

Initiative: Comply with SB 1456, Federal Title IV Regulations mandating Student Educational Plan

Initiative ID: A&R 1401 - Establish & fill Student Services Specialist for Student Records (new classification) to perform course-to-course articulation, manage document imaging process, and support Financial Aid operations by providing timely evaluation & posting of student external transcripts and degrees. .

Link to Data:

Expected Benefits: Development of an effective SEP tool and process for students and counselors; compliance with legal mandates of SB 1456; increased student retention, success and completion.

Goal: Provide students and counselors with a usable, efficient planning tool to increase student knowledge and use of a student educational plan as a guide.

Performance Indicator: 100% of new matriculated students will complete a comprehensive SEP by the time they have earned 15 semester units.

Timeline: 2014-2015

- **Description of Item:** Classified Staff – F/T Student Services Specialist position to build & maintain course-to-course articulation of external coursework in Banner, manage document imaging of external transcripts.
- **Funding Resource Category: Staffing Funds**
- **Cost:** \$56,000 estimated cost

- **Description of Item:** computer/2 wide screen monitors for document comparison
- **Funding Resource Category: Technology Funds**
- **Cost:** \$ 2,000 estimated cost

Ranking (Overall): H

Initiative: Improve services to military veteran students

Initiative ID A&R 1402 - Establish a staffed Veteran's Center to provide services and a meeting area of active duty military and veterans/dependents to connect.

Link to Data:

Expected Benefits: Improve retention, persistence completion and financial aid literacy among military veterans & dependents by providing comprehensive services and support in an environment that is conducive to meeting their unique needs.



Admissions and Records Program Review 2013-2014

Goal: Provide a safe environment in which veterans can receive services and support to improve their overall success.

Performance Indicator: Initial 20% reduction in the number of veterans on academic progress probation.

Timeline: 2015-2016

- **Description of Item:** 40% relocation of Veterans' Benefits technician to Veterans Center, hire VA Student workers at no cost to college.
- **Funding Resource Category:** No new resources needed
- **Cost:** -0-

- **Description of Item:** 2 Staff workstations, chairs; student workstations similar to those in Welcome Center, chairs; comfortable seating in waiting area/gathering space, TV
- **Funding Resource Category:** Equipment Non-Computer
- **Cost:** \$15,000 estimate

- **Description of Item:** 2 staff computers, 1 printer, student computers and 1 multipurpose copier/fax/scan machine
- **Funding Resource Category:** Technology Funds
- **Cost:** \$ 8,000 estimate

- **Description of Item:** Facilities that is somewhat isolated (such as the area on the back of the cafeteria building that previously housed the foundation), provide access to restrooms, room for meeting area.
- **Funding Resource Category:** Facilities Funds
- **Cost:** Unknown until location identified

Ranking (Overall): M

Initiative: Improve efficiency and dependability of service to students

Initiative ID A&R 1403 – Replace or upgrade A&R computers

Link to Data:

Expected Benefits: Increased efficiency, decreased delays in direct service to students and in processing time.

Goal: IT assessment of need to replace A&R computers with new/refurbished high-end systems, replacement to occur during Summer 2014.

Performance Indicator: We'll get through peak activity periods without system crashes.

Timeline: 2013-2014

Description of Item: Replace/upgrade A&R 18 A&R computers

Funding Resource Category: Technology Funds

Cost: \$32,400 estimate if replaced with new computers

Ranking: H

Initiative: Improve temperature in A&R Office area

Initiative ID A&R 1404 – Address Climate-Control issues in A&R, especially the lack of heat and frequent cold air influxes (or we can just keep blowing the fuses with our heaters!)

Link to Data:



Admissions and Records Program Review 2013-2014

Expected Benefits: Reasonably comfortable working environment conducive to more productivity, and no more blown fuses (saves M&O time and effort)

Goal: M&O needs to assess and improve climate control in A&R, especially lack of heat when outside temperatures are at their coldest.

Performance Indicator: -0- work orders to M&O to adjust building thermostat and/or reset fuses

Timeline: 2013-2014

Description of Item: M&O Assessment & improvement of climate control in A&R office

Funding Resource Category: Facilities Funds

Cost: Unknown until situation is assessed

Ranking: R

Initiative: Support the repurposing of Guthrie Hall to a Student Success and Support Center

Initiative ID A&R 1405 –Support of the request to repurpose Guthrie Hall to be our Student Success Center, used primarily for the benefit of students as intended in Mary Guthrie’s original request with her gift of funds.

Link to Data:

Expected Benefits: Smoother, one-stop experience for new matriculating students

Goal: Improve the first-semester success of new matriculating students, comply with SB 1456, improve retention, persistence and first-year experience for new matriculating students by providing consistent services and clear pathways to completion

Performance Indicator: Improved persistence from first to second term

Timeline: 2014-2015

Description of Item: Convert Guthrie Hall into a Student Success and Support Center.

Funding Resource Category: Technology Funds

Cost: \$30,000 for 20 laptop computers for use in pre-enrollment activities onsite

Ranking: H

Initiative: Create a well-trained, knowledgeable and flexible student workforce in Student Services.

Initiative ID A&R 1406 – In collaboration with Welcome Center and other SS division departments & programs, create and implement a training module for all student services student workers like that delivered to Student Ambassadors

Link to Data:

Expected Benefits: Improved and consistent performance from student workers across student services

Goal: Provide better service to students by developing a staff of informed, competent student workers across the student services division who are equipped with the same knowledge and skills for success in their jobs.

Performance Indicator: Complaints about student workers division-wide will decrease 20%

Timeline: 2014-2015

Description of Item: Develop and deliver new training module to all student workers

Funding Resource Category: No new resources needed

Cost: -0-

Ranking: L

Initiative: Secure the Admissions & Records Office.

Initiative ID A&R 1407 – Secure the Admissions & Records Office, as there are often students in the Building when the office closes at 7:00 p.m. (counseling appts., GW classes held in the Transfer Center, Assessment). The Registrar’s Office is responsible assessing the security of areas where student records are stored, and the open A&R office configuration is vulnerable.

Link to Data:



Admissions and Records Program Review 2013-2014

Expected Benefits: Improve security of student records in Admissions & Records

Goal: Better security for student records, compliance with accreditation standard IIB, Ed. Code and Title 5.

Performance Indicator:

Timeline: 2014-2015

Description of Item: M&O or external vendor assessment, recommendation & installation of security measures to secure A&R Office

Funding Resource Category: Facilities Funds

Cost: Unknown until assessment occurs

Ranking: R

Initiative: Personal Growth and Development for Student Athletes

Initiative ID A&R 1408 (See also ICA 1404) – Although we transfer a large number of sophomore student athletes there is still a larger than desired attrition rate between first and second season student athletes.

Link to Data:

Expected Benefits: Reduce number of redshirts due to academic concerns and increase overall campus completion rates.

Goal: Modify a GW class curriculum to offer a Student Success class designed for student athletes, similar to that offered at SBCC. Course to be offered in Summer and Fall terms.

Performance Indicator: 20% more sophomores per sport

Timeline: 2014-2015

Description of Item: Instructional Hourly Funds for a counselor to teach the class

Funding Resource Category: Hourly Instruction Funds

Cost: Unknown

Ranking: M

WELCOME CENTER INITIATIVES

Initiative: Provide Outreach and Pre-Enrollment Services to first-time students

Initiative ID WC 1301 – Institutionalize funds for Student Ambassador program (matriculation & grant funds expire in 2015)

Link to Data: Appendices 1C-1D2

Expected Benefits: Continue to deliver excellent pre-enrollment services to new and potential students.

Goal: Create budget line item for Welcome Center and fully institutionalize Student Ambassador funding by July 1, 2015

Performance Indicator: Student ambassador funding completely institutionalized by 7/1/15 as per grant requirements.

Timeline: 2014-2015

Description of Item: General fund monies must be committed to institutionalize Student Ambassador funding over the next two years.

Funding Resource Category: Staffing Funds

Cost: \$25,000

Ranking: R

Initiative: Provide Outreach and Pre-Enrollment Services to first-time Students

Initiative ID WC 1401 – Institutionalize funds for two full-time classified positions as required by Title V Collaborative Grant (grant expires 9/30/15)



Admissions and Records Program Review 2013-2014

Link to Data:

Expected Benefits: Continue to deliver excellent pre-enrollment services through the Welcome Center and Outreach Activities.

Goal: Students will be better served through a stable, sustainable program

Performance Indicator: Staff positions fully institutionalized by 7/1/15 in compliance with grant requirements.

Timeline: 2014-2015

Description of Item: Institutionalize cost of two full-time classified positions in 50% increments in the 2014-15 and 2015-16 budgets.

Funding Resource Category: Staffing Funds

Cost: Unknown until assessment occurs

Ranking: R

Initiative: Provide clean, safe working environment in Welcome Center for students and staff

Initiative ID WC 1402 – Clean chairs and carpet

Link to Data:

Expected Benefits: Clean, comfortable working environment for students and staff

Goal: To maintain the condition of the Welcome Center

Performance Indicator: 100% improvement in learning environment

Timeline: 2014-2015

Description of Item: Bring in outside vendor to clean chairs and carpet

Funding Resource Category: Services(including maintenance contracts)

Cost: \$2,000 estimated cost

Ranking: M

Initiative: Maintain comfortable temperature in Welcome Center for students and staff

Initiative ID WC 1403 – Climate Control in Welcome Center

Link to Data:

Expected Benefits: Provide a comfortable working environment for staff and students

Goal: Regulate temperature in Welcome Center to prevent extreme cold and heat fluctuations.

Performance Indicator: Less impact on M&O, fewer blown fuses due to use of space heaters.

Timeline: 2014-2015

Description of Item: M&O needs to assess and recommend a solution to the Welcome Center's extreme temperatures during extreme cold and hot weather, and resources committed to resolving the problem.

Funding Resource Category: Facilities Funds

Cost: Unknown until assessment occurs

Ranking: R

Initiative: Support the repurposing of Guthrie Hall to a Student Success and Support Center

Initiative ID WC 1404 – Convert Guthrie Hall into Student Success and Support Center

Link to Data:

Expected Benefits: See A&R 1405

Goal: """"

Performance Indicator:

Timeline: 2014-2015

Description of Item: See A&R 1405



Admissions and Records Program Review 2013-2014

Funding Resource Category: No new resources needed

Cost: \$0.00

Ranking: H

Initiative: Consistent, sustainable delivery of Outreach and Pre-enrollment Services to new first-time students.

Initiative ID WC 1405 – Establish Welcome Center Budget

Link to Data:

Expected Benefits: Consistent, sustainable excellent pre-admission services for new students

Goal: Create a Welcome Center budget line item in the division budget with funding for basic supplies and promotional items.

Performance Indicator: Institutionalized budget for Welcome Center

Timeline: 2014-2015

Description of Item: Supply budget

Funding Resource Category: Supply Funds

Cost: \$5,000

Ranking: H

Initiative: Create a well-trained, knowledgeable and flexible student workforce in Student Services.

Initiative ID WC 1406 – Collaborate to develop and deliver a version of “student ambassador” training to all student services student workers (Same as A&R 1406)

Link to Data:

Expected Benefits: See A&R 1406

Goal: See A&R 1406

Performance Indicator: See A&R 1406

Timeline: 2014-2015

Description of Item: See A&R 1406

Funding Resource Category: No new resources needed

Cost: See A&R 1406

Ranking: M

INTERNATIONAL STUDENTS PROGRAM

Initiative: Reinstate and revitalize the Ventura College International Students’ Program

Initiative ID WC 1401 – There is college and District interest in revitalizing and growing the international student populations at Moorpark and Ventura colleges.

Link to Data:

Expected Benefits: Increased ethnic and cultural diversity, dedicated revenue for campuses.

Goal: Reopen the VC program to new applicants effective Fall 2014; double the international student enrollment at Ventura College by Fall 2016 (from a baseline of 27 students enrolled Fall 2013)

Performance Indicator: With adequate resources and institutional support, increase the international student population by 3-7 students per term beginning Fall 2014.

Timeline: 2014-2015

- **Description of Item:** 1 Part-time permanent Office Assistant
- **Funding Resource Category:** Staffing Funds
- **Cost:** \$23,800 estimate @ 50%



Admissions and Records Program Review 2013-2014

- **Description of Item:** Relocate program to a space that allows students privacy and a gathering place.
- **Funding Resource Category: Facilities Funds**
- **Cost:** Unknown until location is identified

- **Description of Item:** Dedicated counselor for orientation services and 5-10 hours/week as need arises
- **Funding Resource Category: Hourly Instruction Funds**
- **Cost:** \$10,000 estimate

- **Description of Item:** Office furniture – workstations for staff & students, chairs, seating for waiting area
- **Funding Resource Category: Equipment-non computer**
- **Cost:** \$8,000 estimate

- **Description of Item:** Staff/Student use computers, printer, multipurpose printer/fax/copier
- **Funding Resource Category: Technology Funds**
- **Cost:** \$7,500 estimate
- **Description of Item:** Supplies, mailing cost (fedex), conference & travel
- **Funding Resource Category: Supply Funds**
- **Cost:** \$5,000 estimate

Ranking (Overall): H

Section V – Process Assessment

Instructions: Please answer the following questions:

A. How have the changes in the program review process this year worked for your area?

Somewhat better, but the process and forms still need to be revised to eliminate duplication of data entry and effort; for example, all of Section C should be reviewed and potentially eliminated as the information is unnecessarily duplicating that provided in the initiatives.

B. How would you improve the program review process based on this experience?

See above – it still needs to be considerably streamlined.

C. Appeals

After the program review process is complete, your program has the right to appeal the ranking of initiatives (i.e. initiatives that should have been ranked high but were not, initiatives that were ranked high but should not have been), the division's decision to support/not support program discontinuance, or the process (either within the department/program or the division) itself.

If you choose to appeal, please complete the Appeals Form (Appendix D) that explains and supports your position. Forms are located at the Program Review VC website.



Admissions and Records Program Review 2013-2014

The appeal will be handled at the next higher level of the program review process.

VI – Submission Verification

Instructions: Please complete the following section:

Program/Department: Registrar's Office (including A&R, WC and Int'l Students)

Preparer: Susan Bricker

Dates met (include email discussions): 10/17/2013, 11/5/2013

List of Faculty and staff who participated in the program Review Process:

Preparer Verification: I verify that this program document was completed in accordance with the program review process.

Dean Verification: I verify that I have reviewed this program review document and find it complete. Dean may also provide comments (optional):



Program Review Process Map

I . Status report and accomplishments from prior year

II. Description

III(b). Other program goals and initiatives

(Innovations, regulations, legislation, new technology, industry standards, professional development, or advisory committee recommendations, etc.)

**IV. Summary of initiatives and requests
Minority reports if any**

VI. Process assessment

VII. Verification of review



Admissions and Records Program Review 2013-2014

Program Review Resource Initiatives Guidelines

WHAT TO LEAVE OUT

The purpose of this document is to clarify what kinds of resource requests should NOT be included in the Program Review Document as initiatives.

<p>The table below summarizes the types of resources that DO NOT need to be included in the Department Plans. The “Who to Contact” column lists who to contact when the resources or services are needed.</p>		
Excluded Items	Who to Contact	Explanation
Safety Issues, including but not limited to broken chairs or desks, etc. that can be resolved through the normal process.	Dean, M&O or Appropriate Office	All safety issues should be immediately reported to the Dean, M&O, or appropriate department.
EAC Accommodations that can be resolved through the normal process.	DSPS and Dean	Any accommodation should have the guidance of the DSPS office.
Routine M&O maintenance & repair (light fixtures not working, holes in walls, locks, cleaning, broken desks or chairs, etc.) that can be resolved through the normal process.	M&O or Division Office	Complete an email request to vcmaintenance@vccd.edu or notify your division office so they can handle for you.
Cyclical Maintenance (painting, flooring, carpet shampooed, windows, etc.) that can be resolved through the normal process.	M&O or Division Office	Complete an email request to vcmaintenance@vccd.edu or notify your division office so they can handle for you.
Classroom technology equipment repairs (projector light bulb out, video screen not working, computer not working, existing software updates) that can be resolved through the normal process.	Campus Technology Center or Division Office	Complete an email request to vchelpdesk@vccd.edu or notify your division office so they can handle for you.
Section Offerings/ Change of classrooms	Dean/Department Chair	Dean will take requests through the enrollment management process.
Substitutes	Dean	Dean will process in accordance with existing guidelines.
Conferences, Meetings, Individual Training	Professional Development Committee	Requests should first be addressed by the PDC and only go through program review if costs cannot be covered.



Admissions and Records Program Review 2013-2014

Program Review Resource Initiatives Guidelines

WHAT TO LEAVE IN

The purpose of this document is to clarify what kinds of resource requests should be included in the Program Review Document as initiatives.

Faculty and Staff from each department will meet as a division to prioritize initiatives resulting from the Program Review process. The initiatives will then go to each respective governance groups such as Staffing Priorities, Technology Committee, Budget Resource Council, etc., for further prioritization. Administrative Council and the Executive Team will develop the final prioritized list and distribute for implementation.		
Included Items	Committee Group	Explanation
Replacement of classroom furniture	Facilities Oversight Group	Only when it is an entire classroom/lab/office at a time or a safety or disability issue that has not been resolve through the normal process.
Upgrade and/or replacement of computer and other technological equipment	Technology Committee	These items will go on to a list for replacement or upgrade per the technology plan.
New Equipment/Furniture/ classroom items (i.e. microscope, etc.)	Budget Resource Council	These items must be approved included in a plan to improve student learning and/or services.
Buildings/Office Space (new renovation, modernization)	Division Dean	The division dean will work with Administrative Council and the Fog Committee to pursue the projects.
New Software	Technology Committee	These items must be approved included in a plan to improve student learning and/or services.
New Faculty Positions	Faculty Staffing Priorities	Requests for new positions will compiled on a list and sent to the FSP committee.
New Classified Positions/or increase in percentage of existing positions.	Classified Staffing Priorities	Requests for classified positions will compiled on a list and sent to the CSP committee.
New Programs/certificates	Curriculum Committee	These program/certificates must be approved by the curriculum committee.
Training and Professional Development above normal	Professional Development/Budget Resource Council	These are items over and above what the PDC can provide.
Expansion/Conversion to Distance Learning	Dean of Distance Learning and Distance Learning Committee	Requests will be compiled and sent to the committee process for discussion.
Service Agreements	Budget Resource Council	Requests must include justification.
Instructional Materials and Office Supplies/ Advertising/Student Workers/Printing/Duplicating	Budget Resource Council/Dean	These items must include a compelling reason and be above what the normal budget will allow.



Admissions and Records Program Review 2013-2014

Appendix D

APPEAL FORM

(Due to Office of Institutional Effectiveness by November 8)

The program review appeals process is available to any faculty, staff, or administrator who feels strongly that the prioritization of initiatives (i.e. initiatives that were not ranked high but should have been, initiatives that were ranked high but should not have been), the decision to support or not support program discontinuance, or the process followed by the division should be reviewed by the College Planning Council.

Appeal submitted by: (name and program) _____

Date: _____

- Category for appeal:
- Faculty
 - Personnel – Other
 - Equipment- Computer
 - Equipment – Other
 - Facilities
 - Operating Budget
 - Program Discontinuance
 - Other (Please specify)

Briefly explain the process that was used to prioritize the initiative(s) being appealed:

Briefly explain the rationale for asking that the prioritization of an initiative/resource request be changed:

Appeals will be heard by the College Planning Council on November 9, 2011 at its regularly scheduled meeting (3:00 – 5:00 p.m.). You will be notified of your time to present.



Admissions and Records Program Review 2013-2014

