Admission and Records Program Review

2011-2012

1. Program Description

A. Description

The purpose and charge of Admissions and Records is to support and promote the Ventura College mission, vision and goals. The staff of the Admissions and Records Office, Registrar's Office 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.

Under the supervision of the Registrar, staff in the office of Admissions and Records is primarily responsible for ensuring that functions of admission, residency determination, grading, degree and certificate awarding, educational records security, release and management performed at multiple locations are compliant with state and federal law and local board policy. Staff is knowledgeable and experienced in the complexities of residency determination, transcript and degree evaluation, eligibility determination and certification for athletic participation and veterans' educational benefits, legally mandated attendance reporting requirements, and more as noted below.

B Service Unit Outcomes:

1. Students will be able to utilize online tools to access accurate information, services and resources.
2. Students will express satisfaction with online registration tools.
3. Military veteran or dependent students who are claiming VA educational benefits will demonstrate an understanding of the benefits eligibility and certification process as a result of information and assistance they receive at Admissions and Records.
4. Military veteran or dependent students who are claiming VA educational benefits will demonstrate an understanding of unsatisfactory progress as defined by the Veterans' Administration and how it impacts their eligibility to claim educational benefits.
5. Student athletes who attend an eligibility workshop will demonstrate an understanding of what is required to maintain their eligibility.

C. College Level Student Learning Outcomes:

1. Information Competency
2. Critical Thinking and Problem Solving
3. Social Interaction and Life Skills

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

E. Mission
Ventura College, one of the oldest comprehensive community colleges in California, provides a positive and accessible learning environment that is responsive to the needs of a highly diverse student body through a varied selection of disciplines, learning approaches and teaching methods including traditional classroom instruction, distance education, experiential learning, and co-curricular activities. It offers

courses in basic skills; programs for students seeking an associate degree, certificate or license for job placement and advancement; curricula for students planning to transfer; and training programs to meet worker and employee needs. It is a leader in providing instruction and support for students with disabilities. With its commitment to workforce development in support of the State and region's economic viability, Ventura College takes pride in creating transfer, career technical and continuing education opportunities that promote success, develop students to their full potential, create lifelong learners, enhance personal growth and life enrichment and foster positive values for successful living and membership in a multicultural society. The College is committed to continual assessment of learning outcomes in order to maintain high quality courses and programs. Originally landscaped to be an arboretum, the College has a beautiful, park-like campus that serves as a vital community resource.

F. 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

G. What processes and services are provided by the program?

Under the Admissions responsibilities of the office, the staff performs the following functions:

- Provide information on admissions, residence determination, matriculation and registration
- Clear online admissions applications that are held for residency determination and other problems.
- Troubleshoot problems with online admission and registration systems
- Assist students in person, by phone and online
- Assist the Welcome Center staff in providing on-campus admission and registration activities for new and returning students
- Assist students with disabilities as needed with admission and registration
- Process adds, drops, section changes, late enrollments submitted in person
- Instruct and assist students in use of online technology
- Reset passwords and address portal login problems

- Instruct and assist faculty in use of online technology (portal logins, downloadable forms)

Staff members are also responsible for maintaining the integrity of academic and institutional records and compliance with state and federal laws and local Board policy; in that regard, they perform the following functions:

- Interpret, explain and implement complex state, federal and local legislation as it pertains to community college admissions, records and registration functions.
- Determine each student's residence status in accordance with the Education Code
- Test new technologies and upgrades to existing technologies (e.g. Banner), identify problems, ensure functionality of the system from staff, faculty and student user perspectives
- Troubleshoot, Identify and report problems with the computer systems
- Evaluate external transcripts and external credit sources such as AP/IB/CLEP exams, military credit records
- Post evaluated credit to student transcripts (external coursework, AP/IB/CLEP exams)
- Evaluate applications for degrees and certificates, including petitions for variance from degree requirements
- Post degrees, certificates of achievement to transcripts
- Record proficiency awards for data tracking purposes
- Evaluate and certify transfer eligibility (IGETC, CSU-GE)
- Verify and certify eligibility for athletics, veterans' educational benefits, EDD unemployment benefits
- Produce and process outgoing transcripts and course descriptions
- Assist students and faculty in resolving grade-related problems
- Assist faculty in using online drop, attendance and grade posting features for online submission of data
- Evaluate and process petitions for section changes, grade changes, course repetition, academic renewal, credit by exam
- Verify accurate posting, collection of TBA and positive attendance hours
- Prepare and scan external transcripts into shared database used by counselors and staff

H. What are the strengths, successes, and significant events of the program?

The critical strength of the Admissions and Records Department lies in the knowledge, skills and commitment of the staff. We have more than 150 years of community college experience between us. Every member possesses the breadth and depth of knowledge required to perform highly complex operations and is proficient at interpreting, explaining and applying state and federal regulations. Individually and as a whole they are committed to providing a full range of services to students, assisting faculty and co-workers from other areas and campuses. All are

engaged and involved in monitoring office practices and recommending changes and corrective actions as needed.

An experienced and knowledgeable Registrar's Office and A&R staff is largely responsible for the positive results of the two to three annual audits done on Admissions and Records operations to test compliance with state and federal regulations.

Staff member Isabel Tapia guided the initial phase of the joint A&R/Counseling project to scan and store external transcripts in a database and on DVD to completion. The ongoing process of scanning transcripts as they are received will continue as long as there is adequate staffing to support the project. Counselors have advised that they find it efficient and helpful to have access to students' external transcripts from their desktop computers, thereby avoiding an interruption in their students' appointments while they pull paper files.

Staff member Lori Kramer teamed with Athletic Counselor Becky Hull to streamline and improve the delivery of athletic eligibility workshops to new and continuing student athlete. The SUO for the new process will be assessed this Fall 2011 to determine the effectiveness of information delivery in the new format.

Registrar Susan Bricker has assumed a role in implementing and supervising the new Ventura College Welcome Center with its two full-time employees, Outreach Specialist Gema Espinoza and Student Services Specialist Barbara Barajas, and a staff of trained Student Ambassadors. The Welcome Center will have its grand opening on November 3, 2011. The Center will provide outreach/pre-admission through registration services and assistance to new and returning students, coordinate many campus outreach activities and conduct campus tours.

Significant future demands will be placed on Admissions and Records staff with the implementation of DegreeWorks, a new automated tool that will allow students and counselors to create degree and transfer audits and educational plans. The product, in order to be fully functional, will require early evaluation and course-to-course articulation of all transferable courses from colleges within the district (Moorpark & Oxnard) and external. This, in turn, will require building out a portion of the Banner SIS that has not been used to date; developing templates for the course-to-course articulation of classes from any college or university external to VC; and maintaining curriculum changes within the system for district and non-district colleges.

I. Organizational Structure

President: Robin Calote
    Executive Vice President: Ramiro Sanchez
        Dean: Victoria Lugo
            Supervisor: Susan Bricker

Instructors and Staff

Name	Celia Rodriguez
Classification	Assistant Registrar
Year Hired	1984
Years of Industry Experience	26 ½ years
Degrees/Credentials	AS Degree

Name	Reggie Burrier
Classification	A&R Technician
Year Hired	1995
Year of Industry Experience	17
Degrees/Credentials	BA Commercial Art, MA Fine Art, Jr. College Credential

Name	Sandra Gustafson
Classification	A&R Technician
Year Hired	1999
Years of Industry Experience	20
Degrees/Credentials	AS Degree 1993

Name	Lori Kramer
Classification	A&R Technician
Year Hired	1994
Years of Industry Experience	31
Degrees/Credentials	

Name	Patty Mazuca
Classification	A&R Technician
Year Hired	2000
Years of Industry Experience	10
Degrees/Credentials	

Name	Isabel Tapia
Classification	A&R Technician
Year Hired	1993
Years of Industry Experience	15
Degrees/Credentials	AA General Liberal Arts & Sciences

Name	Maiya Rodriquez
Classification	Student Services Specialist II/Bilingual (VCSP)
Year Hired	1991
Years of Industry Experience	32
Degrees/Credentials	

2. Performance Expectations

A. Service Unit Outcomes

Students utilizing this service will be able to:

Students will be able to utilize online tools to access accurate information, services and resources.
> ***Performance indicator:*** *60% of incoming high school graduates or higher will: successfully apply online and set up a MyVCCCD Student Portal account after attending an Application Workshop offered at the high school campus.*

Student athletes who attend an eligibility workshop will demonstrate an understanding of what is required to maintain their eligibility
> ***Performance indicator:*** *60% of student athletes who attend an eligibility workshop will demonstrate that they understand the GPA and unit requirements for student athletes during their first season of participation and between the first and second seasons, and that those who are nonresidents understand what is required to establish California residency if they choose to do so.*

Students will express satisfaction with online registration tools.
> ***Performance indicator:*** *An increase of 3% or more will be realized in student use of online registration for Fall 2012.*

Military veteran or dependent students who are claiming VA educational benefits will demonstrate an understanding of the benefits eligibility and certification process as a result of the information and assistance they receive at the Admissions and Records Office.
> ***Performance Indicator:*** *70% or more of the military veteran or dependent students who are claiming VA educational benefits will express satisfaction with the service and information they receive from Veterans' Services in Admissions & Records.*

Military veteran or dependent students who are claiming VA educational benefits will demonstrate an understanding of unsatisfactory progress as defined by the Veterans' Administration and how it impacts their eligibility to claim educational benefits.
> ***Performance Indicator:*** *70% or more of military veteran or dependent students who are claiming VA educational benefits will demonstrate an understanding of the VA regulations on Unsatisfactory Progress and how it impacts eligibility for benefits, resulting in decrease of 5% in claimants who are in Unsatisfactory Progress status.*

Admission and Records Program Review
2011-2012

B. Program Operating Outcomes (Budget, Facilities, scheduling, equipment and technology – hardware/software)

1. Office hours of operation are sufficient to allow staff to complete required assignments and are adequate to meet student needs.

2. Veterans' hours of service are sufficient to meet the needs of military veterans and dependents claiming educational benefits.

3. Office has adequate computers and equipment to facilitate office operations.

4. Office is adequately staffed to meet student needs and complete all work assignments in a timely manner.

3. Operating Information

A1: Budget Summary Table

To simplify the reporting and analysis of the Banner budget detail report, the budget accounts were consolidated into nine expense categories. The personnel categories include employee payroll expenses (benefits). The "3 Year Average" was computed to provide a trend benchmark to compare the prior three year expenses to the FY11 expenses. The "FY11 College" expense percentages are included to provide a benchmark to compare the program's expenses to the overall college expenses.

| Category	Title	FY08	FY09	FY10	3 Year Average	FY11	FY11 Program	FY11 College
3	Classified	548,860	581,897	590,632	573,796	575,051	0%	-1%
4	Student Hourly	4,412	6,219	5,824	5,485	22,814	316%	10%
5	Supervisors	130,698	137,358	138,390	135,482	139,978	3%	7%
7	Supplies	6,598	7,311	6,617	6,842	8,722	27%	24%
8	Services	7,153	7,234	7,339	7,242	5,197	-28%	-17%
9	Equipment	40,264	4,938	4,205	16,469	-	-100%	-42%
	Total	**737,985**	**744,957**	**753,007**	**745,316**	**751,762**	**1%**	**0%**

A2: Budget Summary Chart

This chart illustrates the program's expense trends. The data label identifies the FY11 expenses (the last bar in each group). The second-to-last bar is the program's prior three year average.
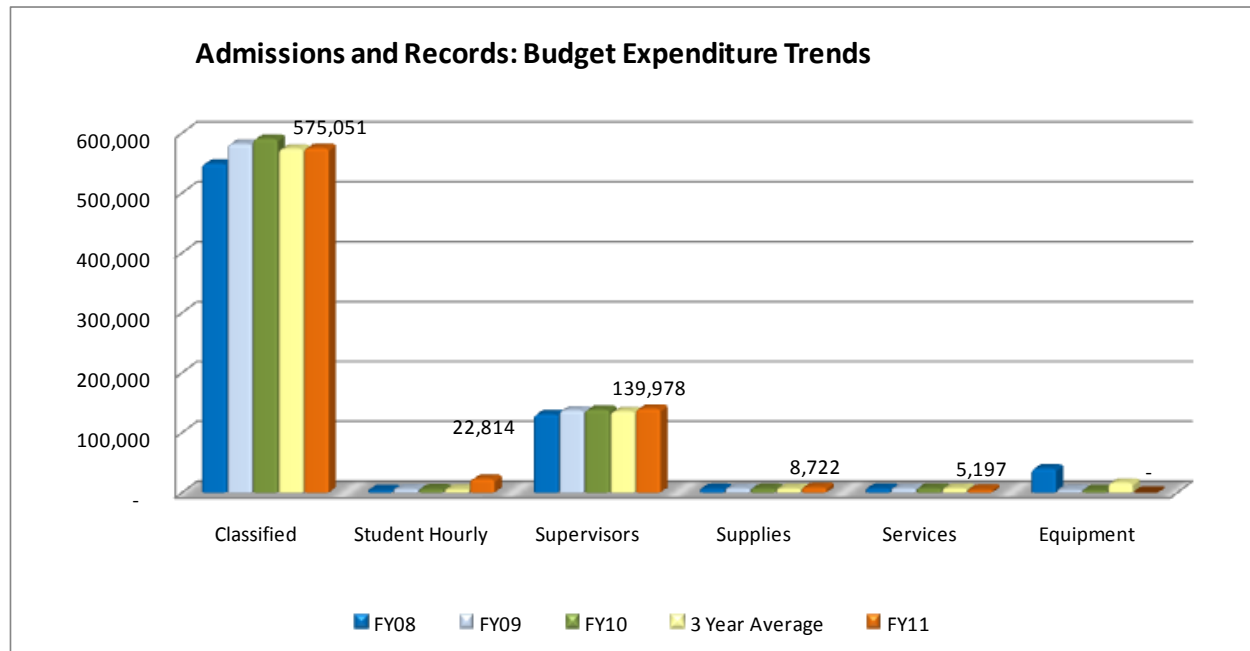
A3: Comparative Budget Changes Chart

This chart illustrates the percentage change from the prior three year average expense to the FY11 expenses. The top bar for each budget category represents the program's change in expenses and includes the data label. The second bar represents the college's change in expenses.
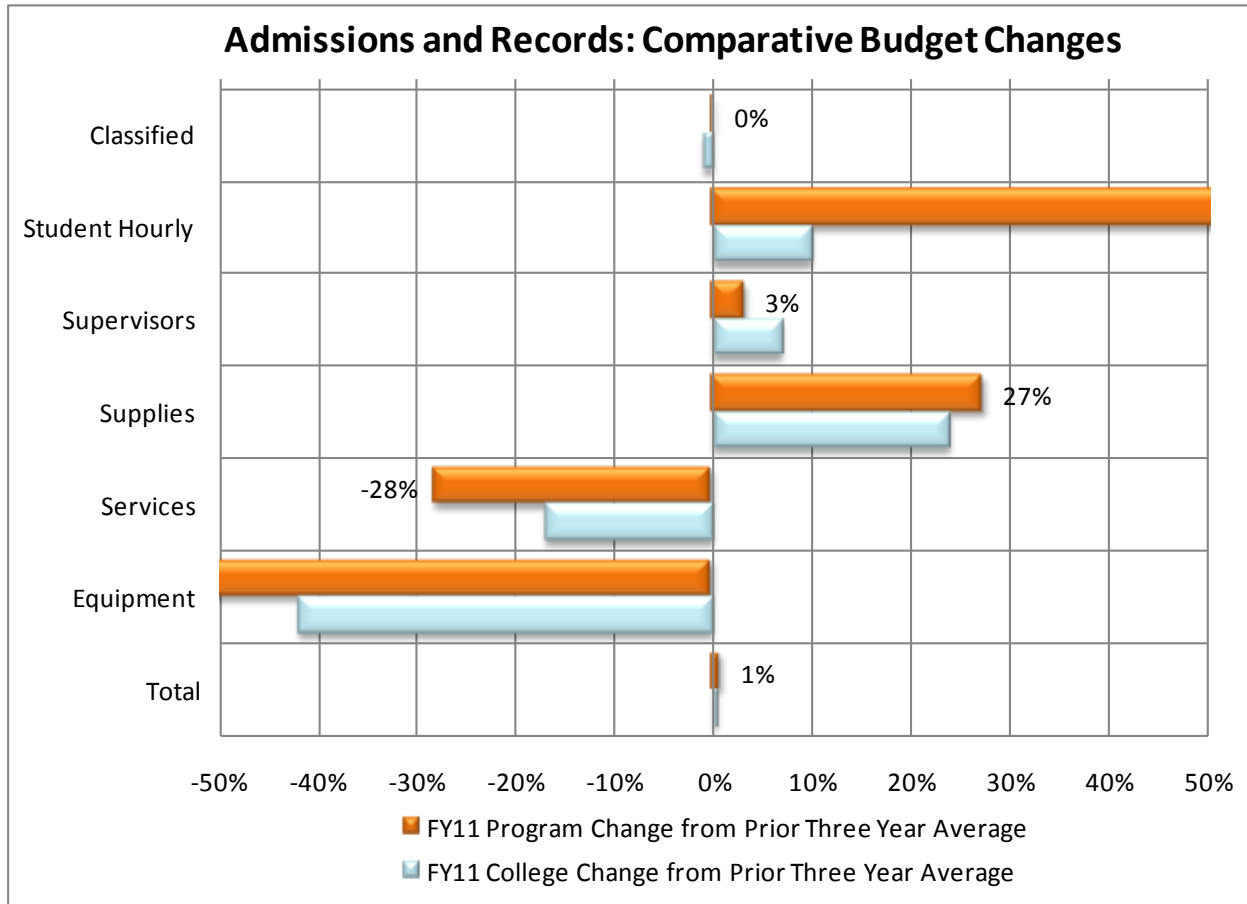
A4: Program Staffing

The following table shows the staffing in the FY12 budget.

Admissions and Records							
Fund Org Account	Title	Name	Months	Pos%	Assign%	Total%	FTE
111310012121	Adm. & Rec. Tech.	VACANT	12	1.000	1.000	1.000	1.000
111310012121	Adm. & Rec. Tech.	Burrier, Reggie G	12	1.000	1.000	1.000	1.000
111310012121	Adm. & Rec. Tech.	Gustafson, Sandra	12	1.000	1.000	1.000	1.000
111310012121	Adm. & Rec. Tech.	Kramer, Lori Jean	12	1.000	1.000	1.000	1.000
111310012121	Admissions & Records T	Mazuca, Patricia	12	1.000	1.000	1.000	1.000
111310012121	Asst. Registrar	Rodriguez, Celia	12	1.000	1.000	1.000	1.000
111310012121	Adm. & Rec. Tech.	Tapia, Isabel	12	1.000	1.000	1.000	1.000
111310012123	Adm. & Rec. Asst.II(Seas	VACANT	6	0.375	1.000	0.375	0.188
111310012610	Registrar	Bricker, Susan E	12	1.000	1.000	1.000	1.000
						8.375	8.188

A5: Budget Detail Table

The program's detail budget information is available in *Appendix A – Program Review Budget Report*. This report is a PDF document and is searchable. The budget information was extracted from the District's Banner Financial System. The program budget includes all expenses associated to the program's Banner program codes within the following funds: general fund (111), designated college equipment fund (114-35012), State supplies and equipment funds (128xx), and the technology refresh fund (445). The *Program Review Budget Report* is sorted by program (in alphabetical order) and includes the following sections: total program expenses summary; subtotal program expenses for each different program code; detail expenses by fund, organization and account; and program inventory (as posted in Banner). To simplify the report, the Banner personnel benefit accounts (3xxx) were consolidated into employee type benefit accounts (3xxx1 = FT Faculty, 3xxx2 = PT Faculty, 3xxx3 = Classified, etc.).

FOAP	Title	FY08	FY09	FY10	3 Year Average	FY11
111 31001 2121 620000	Classified Regular	334,929	358,822	362,055	362,636	356,663
111 31001 2123 620000	Classified-Seasonal	14,227	15,187	10,192	-	13,671
111 31001 2130 620000	Classified - Vacation Payout	-	-	5,227	-	-
111 31001 2199 620000	Classified Jury & WC Abatement	-	-	(15)	-	-
111 31001 2322 620000	Classified - Overtime	2,420	3,321	3,417	3,396	3,500
111 31001 2530 620000	Student Hourly-Non-Instructional	4,325	6,110	5,723	22,141	20,150
111 31001 2610 620000	Supervisors	87,659	93,312	93,312	93,312	93,312
111 31001 2999 620000	Budget Holding/Variance-Classified	-	-	-	-	(22,650)
111 31001 3XXX3 620000	Benefits Classified	197,284	204,568	209,756	209,020	228,177
111 31001 3XXX4 620000	Benefits Student Hourly	88	110	101	673	343
111 31001 3XXX5 620000	Benefits Supervisors	43,039	44,046	45,078	46,666	37,269
111 31001 4200 620000	Office Supplies and Material	6,598	7,311	6,403	8,722	8,500
111 31001 4825 620000	Small Tools and Equipment	-	-	214	-	-
111 31001 5211 620000	Employee Travel	33	-	235	-	3,000
111 31001 5300 620000	Dues & Memberships	460	271	200	200	460
111 31001 5622 620000	Maint/Repair-Equipment	495	-	-	-	300
111 31001 5870 620000	Printing And Duplicating	5,353	6,493	6,504	4,517	6,085
111 31001 5890 620000	Other Expense & Services	813	470	400	480	3,000
111 31001 6423 620000	Equip-Non Instruc Equip $200-$999	812	1,739	-	-	-
111 31001 6425 620000	Equip-Non Instruc Furni $200-$999	3,517	1,619	4,205	-	-
111 31001 6453 620000	Equip-Non Instruc Equip $1000+	-	1,579	-	-	-
111 31001 6455 620000	Equip-Non Instruc Furni $1000+	1,105	-	-	-	-
12845 31001 6441 620000	Equip-Instruc Computers $1000+	1,236	-	-	-	-
12845 31001 6451 620000	Equip-Non Inst Computers-$1000+	33,595	-	-	-	-
	Total	**737,988**	**744,958**	**753,007**	**745,318**	**751,780**

A5: Interpretation of the Program Budget Information

The data provided accurately reflect the current program budget. Classified and supervisor salaries have remained relatively constant, impacted only by step & column increases. It should be noted that the increase in the student hourly budget line item was the result of the abolishment of a classified seasonal A&R Assistant position in 2010, meaning the percentage of budget occupied by non-permanent staff has also remained constant with no appreciable increase.

Admission and Records Program Review
2011-2012

B1: Program Inventory Table

This chart shows the inventory (assets) as currently posted in the Banner Financial System. This inventory list is not complete and will require review by each program. Based on this review an updated inventory list will be maintained by the college. A result of developing a complete and accurate inventory list is to provide an adequate budget for equipment maintenance and replacement (total-cost-of-ownership). The college will be working on this later this fall.

Admissions and Records								
Item	Vendor	Org	Fund	Purchased	Age	Price	Perm Inv #	Serial #
Optiplex 755 1708 FP Monitor Q	Dell Computer C	31001	12845	6/21/08	3	225	N00024826	HYBLBG1
Optiplex 755 1708 FP Monitor Q	Dell Computer C	31001	12845	6/21/08	3	225	N00024827	8YBLBG1
Optiplex 755 1708 FP Monitor Q	Dell Computer C	31001	12845	6/21/08	3	225	N00024833	3ZBLBG1
Optiplex 755 1708 FP Monitor Q	Dell Computer C	31001	12845	6/21/08	3	225	N00024821	GXBLBG1
Optiplex 755 1708 FP Monitor Q	Dell Computer C	31001	12845	6/21/08	3	225	N00024835	9XBLBG1
Optiplex 755 1708 FP Monitor Q	Dell Computer C	31001	12845	6/21/08	3	225	N00024825	GYBLBG1
Optiplex 755 1708 FP Monitor Q	Dell Computer C	31001	12845	6/21/08	3	225	N00024822	4YBLBG1
Optiplex 755 1708 FP Monitor Q	Dell Computer C	31001	12845	6/21/08	3	225	N00024964	480XBG1
Optiplex 755 1708 FP Monitor Q	Dell Computer C	31001	12845	6/21/08	3	225	N00024831	BZBLBG1
Optiplex 755 1708 FP Monitor Q	Dell Computer C	31001	12845	6/21/08	3	225	N00024946	B90XBG1
Optiplex 755 1708 FP Monitor Q	Dell Computer C	31001	12845	6/21/08	3	225	N00024829	JZBLBG1
Optiplex 755 1708 FP Monitor Q	Dell Computer C	31001	12845	6/21/08	3	225	N00024819	5YBLBG1
Optiplex 755 1708 FP Monitor Q	Dell Computer C	31001	12845	6/21/08	3	225	N00024823	GZBLBG1
Optiplex 755 1708 FP Monitor Q	Dell Computer C	31001	12845	6/21/08	3	225	N00024830	2ZBLBG1
Optiplex 755 1708 FP Monitor Q	Dell Computer C	31001	12845	6/21/08	3	225	N00024828	BYBLBG1
Optiplex 755 1708 FP Monitor Q	Dell Computer C	31001	12845	6/21/08	3	225	N00024824	DZBLBG1
Hon #TSSF3X2T.F9, Efficiencies	Sierra School Eq	31001	111	6/5/08	3	1,105	N00018652	N/A
Optiplex 755 1708 FP Monitor Q	Dell Computer C	31001	12845	6/21/08	3	225	N00024820	JXBLBG1
Optiplex 755 1708 FP Monitor Q	Dell Computer C	31001	12845	6/21/08	3	225	N00024941	190XBG1
Optiplex 755 1708 FP Monitor Q	Dell Computer C	31001	12845	6/21/08	3	225	N00024939	D90XBG1
Optiplex 755 1708 FP Monitor Q	Dell Computer C	31001	12845	6/21/08	3	225	N00024956	960XBG1
Optiplex 755 1708 FP Monitor Q	Dell Computer C	31001	12845	6/21/08	3	225	N00024972	G60XBG1
Optiplex 755 1708 FP Monitor Q	Dell Computer C	31001	12845	6/21/08	3	225	N00024969	J50XBG1
Optiplex 755 1708 FP Monitor Q	Dell Computer C	31001	12845	6/21/08	3	225	N00024978	660XBG1
Optiplex 755 1708 FP Monitor Q	Dell Computer C	31001	12845	6/21/08	3	225	N00024937	990XBG1
Optiplex 755 1708 FP Monitor Q	Dell Computer C	31001	12845	6/21/08	3	225	N00024955	570XBG1
Optiplex 755 1708 FP Monitor Q	Dell Computer C	31001	12845	6/21/08	3	225	N00024832	6ZBLBG1
Optiplex 755 1708 FP Monitor Q	Dell Computer C	31001	12845	6/21/08	3	225	N00024959	270XBG1
HP LaserJet P4015xPrinter - Prod	Sehi Computers	31001	111	9/18/08	3	1,579	N00018601	DNDY228210
Optiplex 755 1708 FP Monitor Q	Dell Computer C	31001	12845	6/21/08	3	225	N00024945	G70XBG1
Optiplex 755 1708 FP Monitor Q	Dell Computer C	31001	12845	6/21/08	3	225	N00024960	360XBG1
Optiplex 755 1708 FP Monitor Q	Dell Computer C	31001	12845	6/21/08	3	225	N00024940	870XBG1
Optiplex 755 1708 FP Monitor Q	Dell Computer C	31001	12845	6/21/08	3	225	N00024936	B80XBG1
Optiplex 755 1708 FP Monitor Q	Dell Computer C	31001	12845	6/21/08	3	225	N00024954	380XBG1
Optiplex 755 1708 FP Monitor Q	Dell Computer C	31001	12845	6/21/08	3	225	N00024947	F80XBG1
Optiplex 755 1708 FP Monitor Q	Dell Computer C	31001	12845	6/21/08	3	225	N00024948	180XBG1
Optiplex 755 1708 FP Monitor Q	Dell Computer C	31001	12845	6/21/08	3	225	N00024932	1B0XBG1
HP Color LaserJet 3000N - Produ	Sehi Computers	31001	111	4/23/07	4	1,134	N00018208	CNYBL05509
HP LaserJet 4250DTN - Product #	Sehi Computers	31001	111	6/18/06	5	1,661	N00011871	CNGXH29949
						13,354		

B2: Interpretation of the Inventory Information

The inventory data is incomplete and needs to be redone. A campus-wide inventory will be conducted during the Spring 2012 semester.

That said, the office is well-equipped to perform required functions as long as it continues to be supplied with updated computers through the technology refresh process. Computer infrastructure district wide has also improved this year with the installation of new, larger servers to handle Banner and online student/faculty self-service modules. There were few slowdowns during the first two weeks of the Fall 2011 semester, and no crashes.

C1: Service Data:

   a) *What populations are served by the program?*

The population served by A&R staff includes the approximately 13,800 enrolled full- and part-time credit-seeking students at the main campus and the East Campus Center plus prior students who require transcripts, degree verifications and other services, and potential students. The department also provides specialized services to special populations such as military veterans and their dependents who are claiming VA benefits, concurrently enrolled high school students and student athletes. 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.

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

	Fall 2009		Spr 2010	Fa 2010	Spr 2011	Fa 2011	Diff Fall 2009 to Spr 2011
	11,983		14,242	13,840	14,528	13,763	**+2545/+21%**

Table A: Enrollment History by Term from Fall 2008 through Fall 2011

Table A addresses only credit headcount enrollments. It shows a pattern of substantial growth for the two year period covered by the 2009-10 and 2010-11 academic terms, with an increase of approximately 21%. The trend changes, however, with Fall 2011 as the college is being forced to reduce the number of sections and type of classes offered due to budget constraints. This downward trend in enrollment headcount is expected to continue through at least the 2012-13 year, and is not expected to rebound quickly as the face of education at the community college level adjusts to new funding levels and state wide mandated priorities. And since reductions in student enrollment generally lead to reductions in staffing, the question becomes not how many do we serve, but how are we going to continue to provide service at an acceptable level to our remaining students?

c) What other operational data is pertinent to your program? Please provide.

C1: Hours of Operation (per semester/summer)

Fall and Spring Semesters:

8:00 a.m. – 7:00 p.m. Monday through Thursday
8:00 a.m. – 3:00 p.m. Friday (staff work until 5:00 p.m.)

Summer (assuming a 4/40 workschedule):

7:30 a.m. – 7:00 p.m. Monday through Thursday
Closed Fridays

Veterans' Benefits Assistance:

8:00 a.m. – 5:00 p.m. Wednesday

C2: Registration Hours (in-person registration at A&R)

9:00 a.m. – 6:00 p.m. Monday through Thursday
9:00 a.m. – 2:00 p.m. Friday
(Note: Totals 40 hours/week of registration time)

C3: Registration Days per Year

158 days in the 2010-2011 academic year (approximately 32 weeks, or 1300 hours)

4. Performance Assessment

A. Service Unit Outcomes

Service Unit Outcome	Performance Indicators
1. Students will be able to utilize online tools to access accurate information, services and resources.	*60% of incoming high school graduates or higher will: successfully apply online and set up a MyVCCCD Student Portal account after attending an Application Workshop offered at the high school campus*
Operating Information	
Sign-in sheets collected at one high school were used to manually verify that the graduating seniors in attendance at an application workshop successfully applied for admission online and established a MyVCCCD Student Portal account	
Analysis – Assessment	
Manual verification was conducted on a sample of 43 students who attended one of two application workshops at Adolfo Camarillo High School in February 2011. While 95% of the student s successfully applied online for admission to the college, only 48% had established a MyVCCCD student portal account as of 30 March 2011. Findings indicate several possible assumptions, including: 1. Insufficient time is committed to portal setup assistance in the application workshops. 2. Clearer instructions are needed. 3. Students do not understand the role the portal will play once they are admitted to Ventura College.	

Service Unit Outcome	Performance Indicators
2. Student athletes who attend an eligibility workshop will demonstrate an understanding of what is required to maintain their eligibility	*60% of student athletes who attend an eligibility workshop will demonstrate that they understand the GPA and unit requirements for student athletes during their first season of participation and between the first and second seasons, and that those who are nonresidents understand what is required to establish California residency if they choose to do so.*
Operating Information	
Pre- and Post-tests will be administered to student athletes at eligibility workshops for Fall 2011 (basketball only) and Spring 2012 (all Spring sports) to determine gauge their understanding of eligibility and residency.	
Analysis – Assessment	
TBD Spring 2012	

Service Unit Outcome	Performance Indicators
3. Students will express satisfaction with online registration tools.	*An increase of 3% or more will be realized in student use of online registration for Fall 2012.*
Operating Information	
Use of online registration has increased to approximately 90% over the past two years, but our goal is 100%. We will survey students who register, add or drop in person at the A&R office, VC Santa Paula site, EOPS and EAC to collect information about potential problems with the online system that prevent some students from using it. (Fall 2011 and Spring 2012, through January 2012 registration/late enrollment period)	
Analysis – Assessment	
TBD Spring 2012	

Service Unit Outcome	Performance Indicators
4. Military veteran or dependent students who are claiming VA educational benefits will demonstrate an understanding of the benefits eligibility and certification process as a result of the information and assistance they receive at the Admissions and Records Office.	*70% or more of the military veteran or dependent students who are claiming VA educational benefits will express satisfaction with the service and information they receive from Veterans' Services in Admissions & Records.*
Operating Information	
This SUO is in direct response to student complaints received during the Summer and Fall 2012 terms regarding the hours and quality of service delivered to military veterans and their dependents. All military veteran or dependent students who are claiming VA educational benefits will be surveyed during the Fall 2011 semester as to their satisfaction or problems with the level and quality of service received.	
Analysis – Assessment	
Survey TBD Fall 2011	

Service Unit Outcome	Performance Indicators
5. Military veteran or dependent students who are claiming VA educational benefits will demonstrate an understanding of unsatisfactory progress as defined by the Veterans' Administration and how it impacts their eligibility to claim educational benefits.	*70% or more of military veteran or dependent students who are claiming VA educational benefits will demonstrate an understanding of the VA regulations on Unsatisfactory Progress and how it impacts eligibility for benefits, resulting in decrease of 5% in claimants who are in Unsatisfactory Progress status.*
Operating Information	

Military veteran and dependent students who are claiming VA educational benefits will be provided specific information via literature, website and/or workshops about the VA Unsatisfactory Progress requirements during the Fall 2011 semester. The number and percentage of claimants on unsatisfactory progress will be compared for the Spring 2011, Fall 2011 and Spring 2012 semesters.

Analysis – Assessment
TBD Spring 2012

Service Unit Outcome	Performance Indicators
Operating Information	
Analysis – Assessment	

B. Operating Goals

Operating Goal	Performance Indicators
1. Office hours of operation are sufficient to allow staff to complete required assignments and are adequate to meet student needs.	A&R staff on campus and at the VC Santa Paula site are able to meet applicable deadlines (MIS required degrees & certificates, CSU-GE and IGETC GE certs, transcripts, grade changes, petitions), complete eligibility certifications (athletics and veterans), process work in a timely manner to meet student needs and still deliver adequate customer service and counter hours to accommodate student needs.
Operating Information	
A review of A&R operating hours and staffing is required to address the loss of one full-time A&R technician position (a December 2011 retirement vacancy that will not be filled). Both are insufficient under the current structure (open to public 11 hours/day M-Th and 7 hours Friday with only 2 hours per week of closure to allow time for processing degrees, certificates, GE certifications, athletic eligibility and veteran benefits certifications, transcripts, grade changes and petitions). The impact of the Welcome Center on A&R "in person" traffic should also be evaluated.	
Analysis – Assessment	
A plan for the reduction/elimination/modification of A&R services, processes and hours of operation in anticipation of the loss of a full-time position December 2012 has already been submitted to the Dean, Student Services, EVP and President.	

Operating Goal	Performance Indicators
2. Veterans' hours of service are sufficient to meet the needs of military veterans and dependents claiming educational benefits.	Student complaints regarding the available hours of veteran service and quality of service and information will decrease by 5% in Spring 2012.
Operating Information	
We serve 367 military veteran or dependent students who are claiming VA educational benefits. The most recent VA program Chapter 33 or the "Post-911" chapter, substantially increased the benefits available to veterans. At the same time, it substantially more complex and has increased both the workload and accountability placed on colleges that certify vets for VA benefits, to the point that VA benefits certification has become a full-time responsibility. A&R staff, however, is cross-trained and have multiple work assignments in order to meet the department workload, so the person handling veterans has additional assignments. The Registrar's Office and the Dean of Student Services have received multiple complaints from military veteran and dependent students during the Summer and Fall 2011 terms about the limited hours of service for veterans at A&R and the quality of service and information they are receiving.	
Analysis – Assessment	

The focus of the majority of complaints is the limited number of hours of service available to military veteran and dependent students. After thorough analysis by the Registrar and the A&R staff member assigned the VA benefits certification workload, it is apparent that:

1. Additional hours of assistance are required to meet the needs of our veteran/dependent student population needs.

2. Additional hours are required to manage the workload and accountability required of colleges by the Chapter 33 benefits certification process, including increased monitoring of students' academic progress, coordinating benefits recipients with Financial Aid to meet federal Pell requirements, and closely monitoring the VA payments (which now come directly to the college) and refunds to avoid creating a debt that the college is responsible for repaying to the Veterans' Administration.

3. The current veteran/dependent population includes more students who are emotionally/mentally challenged to cope with adjustment outside the military, entry or re-entry to college, and the bureaucratic processes they have to navigate. They require more personal service and assistance than group workshops and websites can provide.

Operating Goal	Performance Indicators
3. Office has adequate computers and equipment to facilitate office operations.	Office computers, printers, scanners and other equipment are well maintained and adequate in number and quality to meet the operating needs of the department, including the VC Santa Paula site.

Operating Information
The A&R and Registrar's Office benefit from the technology refresh program on campus, so computers are regularly updated. Network access and computing ability for A&R staff member at old East Campus was problematic, but seems to be resolved with the move to the new VC Santa Paula site. A campus-wide inventory of equipment will be conducted during the Spring 2012 term, and further analysis of technology and equipment needs will be done at that time.

Analysis – Assessment
TBD Spring 2012

Operating Goal	Performance Indicators
4. Office is adequately staffed to meet student needs and complete all work assignments in a timely manner.	Department staffing is adequate to manage all responsibilities of the A&R department and to address the implementation, training and utilization of new technologies.

Operating Information
Office staffing does not currently provide adequate service to military veteran and dependent students

as noted in Operating Goal (OG) #2. With the anticipation of the loss of one full-time position in December 2012, the department will lack the necessary staffing to perform all of the services and processes currently performed in Admissions and Records, and to keep the hours of open-counter service currently provided. Current staffing is also inadequate to address the implementation and utilization of new technologies such as DegreeWorks (degree audit software, targeted to go live Fall 2012). Full utilization of DegreeWorks requires early evaluation of external transcripts and course-to-course articulation of specific courses in Banner. The articulation piece of Banner has not been built to date, nor have templates been created for the articulation of courses between the colleges of the VCCCD or for external colleges.

Analysis – Assessment
A plan for the reduction/elimination/modification of A&R services, processes and hours of operation in anticipation of the loss of a full-time position December 2012 has already been submitted to the Dean, Student Services, EVP and President.

Operating Goal	Performance Indicators
Operating Information	
Analysis – Assessment	

Operating Goal	Performance Indicators
Operating Information	
Analysis – Assessment	

5. Findings

Finding 1: Insufficient time is committed to portal setup assistance in the application workshops; Clearer instructions are needed.; Students do not understand the role the portal will play once they are admitted to Ventura College. (SUO #1)

Finding 2: The anticipated loss of a full time position in A&R will limit staff abilities to meet current performance expectations and student needs. The plan for the reduction, elimination and/or modification of A&R services and hours of operation needs to be addressed. The impact on A&R operations of the increased demands (e.g. VA benefits processes, new technology implementation and utilization), and the shift of some student traffic and responsibilities to the Welcome Center needs to be evaluated. (OG #s 1 and 4)

Finding 3: Although the satisfaction survey of the military veteran/dependent population has not been conducted and will provide additional information, it is clear that both the benefits certification process and the student population both require more hours of service than Admissions and Records staff are currently able to provide. Identification of these needs is based on the business process assessment performed by the Registrar and A&R staff member working with the veteran population, and on the complaints received from and interaction with members of this student population. (SUO #3/OG #2)

6. Initiatives

Initiative: Improve new students' understanding and usage of the MyVCCCD student portal.

Initiative ID: A&R 01

Link to Finding #1: Conduct revised workshops (on campus and at local area high schools) and distribute the "How To Apply/Set Up MyVCCCD" brochures to 2012 high school graduates during Spring 2012 matriculation activities to increase the number of new students who understand the benefits of using the MyVCCCD student portal and are able to successfully set up and use their portals. (SUO #1)

Benefits: The 2012 high school graduates who will comprise most of our freshman class Fall 2012 will be able to take advantage of the tools and information provided through the MyVCCCD student portal, including access to online registration and fee payment tools and real-time financial aid award information.

Request for Resources: Student Hourly money for A&R peer advisors: $7,000.00

Funding Sources:

No new resources are required (use existing resources)	
Requires additional general funds for personnel, supplies or services (includes maintenance contracts)	X
Requires computer equipment funds (hardware and software)	
Requires college equipment funds (other than computer related)	
Requires college facilities funds	
Requires other resources (grants, etc.)	X (title V)

Initiative: Improve service to military veteran and dependent students

Initiative ID: A&R 02

Link to Finding #3: Hire a full time person (A&R Technician or Student Services Asst II) dedicated to serving the veteran student population.

Benefits: Military veteran and dependent students will receive more hours of service, certifications will be done in a timely and accurate manner, payments and refunds will be managed to prevent debt obligations for the college.

Request for Resources: Salary range estimate $49,220 to $54,900.

Funding Sources:

No new resources are required (use existing resources)	
Requires additional general funds for personnel, supplies or services (includes maintenance contracts)	X
Requires computer equipment funds (hardware and software)	
Requires college equipment funds (other than computer related)	
Requires college facilities funds	
Requires other resources (grants, etc.)	

Initiative: Maintain acceptable level of staffing in A&R to meet student, operational and administrative needs.

Initiative ID: A&R 03

Link to Finding #2:   Pursue recommendations to modify A&R hours and operations if staffing reductions occur in December 2012, and analyze future staffing needs created by implementation and utilization of new technologies (e.g. DegreeWorks).

Benefits: Student and institutional needs will be met, department and college will maintain regulatory compliance with legal mandates.

Request for Resources: None at this time.

Funding Sources:

No new resources are required (use existing resources)	X
Requires additional general funds for personnel, supplies or services (includes maintenance contracts)	
Requires computer equipment funds (hardware and software)	
Requires college equipment funds (other than computer related)	
Requires college facilities funds	
Requires other resources (grants, etc.)	

6A: Initiatives Priority Spreadsheet Enter your initiatives onto the spreadsheet.

The following blank tables represent Excel spreadsheets and will be substituted with a copy of the completed Excel spreadsheets. The program's initiatives will be entered into the Excel spreadsheets by resource category and consolidated into division and college-wide spreadsheets.

Initiative Title	Resource Description	Resource Category	Estimated Cost
		0	0	-
Maintain acceptable level of A&R staffing to meet student, operational and institution needs.			
Improve service to military veteran and dependent students	New position-general fund	2	$49220 - 54900 est salary/benefits
Improve new students' understanding and usage of the MyVCCCD student portal	Student hourly-general or Title V	2	7000 student hourly

Resource Categories	
No New Resources	0
Personnel-Faculty	1
Personnel-Other	2
Equipment-Computer	3
Equipment-Other	4
Facilities	5
Grants	6
Operating Budget	7
Other	8

6B: Program Level Initiative Prioritization

All initiatives will first be prioritized by the program staff. If the initiative can be completed by the program staff and requires no new resources, then the initiative should be given a priority 0 (multiple priority 0 initiatives are allowed). All other initiatives should be given a priority number starting with 1 (only one 1, one 2, etc.).

6C: Division Level Initiative Prioritization

The program initiatives within a division will be consolidated into division spreadsheets. The dean may include additional division-wide initiatives. All initiatives (excluding the '0' program priorities) will then be prioritized using the following priority levels:

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

H: High – approximately 1/3 of the total division's initiatives by resource category (personnel, equipment, etc.)

M: Medium – approximately 1/3 of the total division's initiatives by resource category (personnel, equipment, etc.)

L: Low – approximately 1/3 of the total division's initiatives by resource category (personnel, equipment, etc.)

<u>6D: Committee Level Initiative Prioritization</u>

The division's spreadsheets will be prioritized by the appropriate college-wide committees (staffing, technology, equipment, facilities) using the following priority levels.

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

H: High – approximately 1/3 of the total division's initiatives by resource category (personnel, equipment, etc.)

M: Medium – approximately 1/3 of the total division's initiatives by resource category (personnel, equipment, etc.)

L: Low – approximately 1/3 of the total division's initiatives by resource category (personnel, equipment, etc.)

<u>6E: College Level Initiative Prioritization</u>

Dean's will present the consolidated prioritized initiatives to the College Planning Council. The College Planning Council will then prioritized the initiatives using the following priority levels.

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

H: High – approximately 1/3 of the total division's initiatives by resource category (personnel, equipment, etc.)

M: Medium – approximately 1/3 of the total division's initiatives by resource category (personnel, equipment, etc.)

L: Low – approximately 1/3 of the total division's initiatives by resource category (personnel, equipment, etc.)

7A: Appeals:

After the service unit review process is complete, your unit has the right to appeal the ranking of initiatives.

If you choose to appeal, please complete the form that explains and supports your position.
The appeal will be handled at the next higher level of the review process.

7B: Process Assessment

In this first year of service unit review using the new format, units will be establishing performance indicators (goals) for analysis next year. Review will take place annually, but until units have been through an entire annual cycle, they cannot completely assess the process. However, your input is very important to us as we strive to improve, and your initial comments on this new process are encouraged.