

Admission and Records Program Review

2012-2013

1. Program Description

1A. Description

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.

1B. Services Provided by the Program

Under the supervision of the Registrar, staff in the office of Admissions and Records is primarily responsible for ensuring that the college is in compliance with Federal and state laws and regulations, local board policy and procedures. Services and functions of the office include admission: residency determination; grading; evaluation and award of degrees, certificates and transfer; certification of eligibility for veterans' educational benefits and athletic participation; security and integrity of educational records at on-campus and off-campus sites, and more as noted in Appendix 1B.

1C. College Vision

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

1D. College 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

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landscaped to be an arboretum, the College has a beautiful, park-like campus that serves as a vital community resource.

1E. 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

1F. Program Significant Events (Strengths and Successes)

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.

The critical strength of the Admissions and Records Department lies in the knowledge, skills and commitment of its paraprofessional 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.

A&R staff has a long history of collaboration with the Counseling Department to facilitate the timely and accurate processing of degrees, certificates and transfer certifications. A workgroup comprised of A&R Technicians, the Registrar, counselors and college Articulation Officer are currently focused on the development of a standard operating procedure to address CSU requirements for our new AAT and AST degrees (CSU AA and AS Transfer Degrees). CSU requires that AAT and AST applicants submit early graduation petitions to their community college which must be evaluated by a CSU-mandated deadline, which drives colleges to establish a separate graduation application process for AAT and AST students.

The past two years have seen a strengthened link between A&R and Financial Aid operations as it becomes clear that A&R processes are critical support to Financial Aid compliance with Federal and state regulations. It has also become clear that current A&R practices are inadequate to support the new,

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more stringent Federal requirements relative to a student's academic standing and fraud management. A&R needs to position itself to require and evaluate high school and college transcripts at the point of admission rather than rely on self-certification as we now do, to determine a student's high school and college standing. There is also a need to evaluate and post external college coursework with a course-to-course articulation to support implementation of the online Student Educational Planning tool in DegreeWorks. DegreeWorks provided FA with the ability to track and monitor their students' progress relative to an online SEP, but it only works if the SEP is based on the student's accurate academic history as entered into Banner.

Challenges specific to A&R

A&R faces the same challenges as all instructional and support services that are adversely impacted by continued and drastic budget reductions that have and will continue to lead to the elimination of staff and resources. The following are some of the specific challenges that are now or will be impacting departmental operations in the coming year:

- Current plan for A&R to absorb responsibility for maintaining the International Student Program without additional staff resources once the Int'l Student Office is abolished (2013-14 VC Planning Parameters).
- Current demands on the office have shifted from front-counter customer service-related student needs to over 85% of the workload being complex, compliance-driven processing needs. Increased demand is challenging staff's ability to complete their duties in a timely manner.
- Completion of the DegreeWorks system so it can be used as a development and tracking tool for Student Educational Plans, degree and transfer audits requires that external transcripts be evaluated and entered into Banner soon after a student's admission rather than at the point of graduation; it also requires that the external coursework be entered as course-to-course equivalents with VC courses. Accurate SEPs and degree/transfer audits are required for compliance with federal Financial Aid and state Student Success Act regulations.
- Grant funding for the Student Ambassador program will expire in three years. The program is instrumental in success of the VC Welcome Center and needs to be institutionalized. Budget augmentations to support the program are requested under A&R and the Welcome Center with the intention that the budget will exist under one account or the other – but the WC does not have its own budget at this time.

See Appendix 1F for summary of Challenges, Impact and Recommendations.

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1G. Organizational Structure

President: Robin Calote

Executive Vice President: Ramiro Sanchez

Dean: Kathy Scott

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	Sandra Gustafson
Classification	A&R Technician
Year Hired	1999
Year 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 Rodriguez
Classification	Student Services Specialist II/Bilingual (VCSP)
Year Hired	1991
Years of Industry Experience	32
Degrees/Credentials	

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2. Performance Expectations

2A. Student Learning Outcomes

2A1. **2012-2013** - ***Institutional*** Student Learning Outcomes

1. Communication - written, oral and visual
2. Reasoning - Scientific and quantitative
3. Critical thinking and problem solving
4. Information literacy
5. Personal/community awareness and academic/career responsibilities

2A1A. 2012-2013 – ***Institutional Service Unit*** Outcomes

1. Learning or Service Environment: Service will support or facilitate a positive learning or service environment for students.
2. Institutional Accountability: Service will support or facilitate institutional accountability by monitoring and ensuring compliance with statutory mandates, local policy and procedures, state or federal law.

2A2. **2012-2013** - ***Program*** Service Unit Outcomes

1. Students will express satisfaction with online registration tools.
2. 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.
3. Student Athletes who lost eligibility between their first & second seasons of participation will demonstrate their understanding of what is required to regain eligibility.

2A3. **2012-2013** - ***Program Operating*** Outcomes

1. A&R hours of operation are adequate to meet student needs, create greater operational efficiency and make more efficient use of facilities.
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.
5. A&R operational budget is adequate to support departmental and student needs.

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3. Operating Information

3A. Budget Summary Tables, Trends, and Detail

2012 - 2013 Please provide program interpretation for the following:

Interpretation of the Program Budget Information

Program budget information appears to be accurate for the FY11 – FY13 budget years, though there are discrepancies in the FY09 and FY10 years, such as indications that Admissions and Records received matriculation funding in those years which it did not.

The existing budget is adequate for current operations; however, it does not address the impending additional workload created by transferring the responsibility for International Student processing to A&R, or for institutionalization of the cost for Student Ambassadors that is currently born by a combination of Matriculation and Title 5 Collaborative Grant funds. Both funding sources are temporary, with Title 5 funds expiring in the 2014-15 grant year.

Since we don't address long-term budget planning (difficult at best given the economic climate, but it would still be a nice foundation for the future...providing there is one!), the existing budget does not address the future need to replace some existing positions with Specialist-level positions to handle increasingly stringent, complex and regulated procedures.

Interpretation of the Program Inventory Information

Inventory information is not yet correct in Banner, pointing to the need for a better inventory control system before any interpretation can be rendered.

The equipment currently housed in Admissions and Records and in the online registration center in front of the office is adequate for current operations. The office will require an additional scanner and server when we begin to scan additional permanent records documentation, but we anticipate that such equipment will be part of the district document imaging project that is planned for next year.

Computer in the Registrar's Office is experiencing periodic failures that have resulted in the temporary loss of files and data. Registrar is considered a "super user" so the computer gets heavy use. IT Supervisor's recommendation is to install a new computer.

Service Data:

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

We serve all enrolled students on the VC campus and at the Ventura College Santa Paula site (VCSP), plus prospective and prior students, district staff, faculty and administration. The population served by A&R staff includes 13,000 to 14,000 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, 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. 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 2010	Spr 2011	Fa 2011	Spr 2012	Fa 2012	Diff Fall 2010 to Fall 2011
	13,840	14,528	13,763	14,198	13,067	Fall '10 to Fall '11: -77

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

Table A addresses only credit headcount enrollments. It shows a slight decline of less than one percent from Fall 2010 to Fall 2011, and a 2% decline in Spring 2011 to Spring 2012 enrollments. The downward trend amplifies, however, with a 5.6% enrollment decline between Fall 2010 and Fall 2012. Unfortunately the decline is a purposeful one that is due to a variety of actions taken to mitigate continuing budget reductions. The college continues to reduce course offerings as it focuses on core classes required for basic skills, degree and transfer attainment; and it has reduced the number of units that may be taken by concurrently enrolled high school students in a semester. Given the state’s dire budget predictions, this downward trend in enrollment headcount is expected to continue for the next 2 -3 years at best. Point in fact, the colleges of the VCCCD will face an additional workload (FTES) reduction of 1,700+ students if the tax initiative on the November 2012 ballot fails, triggering additional mid-year budget cuts to community colleges.

Further, state and local predictions are that community colleges may not return to the higher funding levels experienced over the last decade, at least not in the foreseeable future. Workload reductions are considered permanent by many in positions of community college leadership.

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What cannot be shown by a chart is that the diverse populations of students we serve are expanding, as is the complexity of each population's needs. Here are some examples of new or increased demands on A&R staff:

- Foster youth and former foster youth: comprise a new population being served through A&R due to their mandated enrollment priority. They are required to verify their status with documentation.
- Military Veterans and Dependents: New regulations and procedures mandated by the Veterans' Administration now require that the college manage repayment debt of veterans whose fees are overpaid, a complex task (due largely to the process required by district office) that has made the management of VA educational benefits almost a full time workload for one staff member.
- AAT/AST Applicants to CSU: CSU requirements for AAT and AST degrees differ substantially from those for our other degrees, to the extent that the final evaluation of these degrees requires approximately double the time to complete. A separate process has had to be developed, and an additional graduation application deadline has been established for CSU transfer students.
- Financial Aid Students: must be high school graduates to be eligible. College currently accepts a student's self-certification of high school status, but this will be inadequate process beginning next year when verification of high school status will be added to the Financial Aid Offices' audit criteria.
- International Students: Responsibility will be shifted to A&R in 2013 without support of the International Student Specialist, which will create a substantial knowledge gap and potential compliance issues. No commitment has been made to terminate the International Student Program, so it seems

It is 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.

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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

NOTE: The office is currently open to the public for 11 hours a day Monday – Thursday, 7 hours a day on Friday for a total of 51 hours per week during the Fall and Spring semesters. The number of students served after 6:00 p.m. Monday-Thursday is on average less than 15. The number of students served after 5:00 p.m. on those days is slightly higher but less than 25 on average.

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)

NOTE: Over 90% of VC students now utilize online registration, as evidenced by the daily SYSCREG report that is distributed to the colleges.

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4. Performance Assessment

4A1: 2012-2013 Institutional Level Student Learning Outcomes

Institutional Level Student Learning Outcome 1	Performance Indicators
Communication	Admissions & Records is not mapping to this ISLO.
Operating Information	
Analysis – Assessment	

Institutional Level Student Learning Outcome 2	Performance Indicators
Reasoning	Admissions & Records is not mapping to this ISLO.
Operating Information	
Analysis – Assessment	

Institutional Level Student Learning Outcome 3	Performance Indicators
Critical Thinking and problem solving	Admissions & Records is not mapping to this ISLO.
Operating Information	
Analysis – Assessment	

Institutional Level Student Learning Outcome 4	Performance Indicators
	Admissions & Records is not mapping to this ISLO.

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Information Literacy	
Operating Information	
Analysis – Assessment	

Institutional Level Student Learning Outcome 5	Performance Indicators
Personal/community awareness and academic / career responsibilities	Admissions & Records is not mapping to this ISLO.
Operating Information	
Analysis – Assessment	

NOTE: Two new institutional outcomes specifically for services were approved by the Student Learning Outcomes Committee effective Fall 2012. They are:

Institutional Service Unit Outcome 1: Learning or Service Environment

- Service will support or facilitate a positive learning or service environment for students.

Institutional Service Unit Outcome 2: Accountability

- Service will support or facilitate institutional accountability by monitoring and ensuring compliance with statutory mandates, local policy and procedures, state or federal law.

A&R SUOs 1, 2 and 3 will map to ISUO 1.

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4A2: 2012-2013 Service Unit Outcomes

Service Unit Outcome 1	Performance Indicators
Students will be able to utilize online tools to access accurate information, services and resources.	<i>Performance Indicator:</i>
Operating Information	
This SUO will be assessed in Fall 2014 after the new Student Portal is implemented.	
Analysis – Assessment	

Service Unit Outcome 2	Performance Indicators
Students will express satisfaction with online registration tools.	<i>Performance Indicator: 60% of students who register in person will report a positive experience using online registration tools after receiving assistance at Admissions and Records or the Welcome Center.</i>
Operating Information	
This SUO will be assessed for Spring 2013 registration period by collecting feedback from students who choose to register in person rather than use the online registration tools. (November 5, 2012 – January 25, 2013). Reporting period Spring 2013.	
Analysis – Assessment	
It is noted that 90% of enrolled students currently register online. That is an improvement over past performance, but still less than the other two VCCCD colleges which demonstrate 98%-99% online registration.	

Service Unit Outcome 3	Performance Indicators
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.	<i>Performance Indicator: 80% of military veterans or dependents who claim VA educational benefits will express satisfaction with veterans' services administered at Admissions & Records and demonstrate understanding of eligibility and certification requirements.</i>
Operating Information	
This SUO will be assessed Fall 2012 by survey.	

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Analysis – Assessment

Service Unit Outcome 4	Performance Indicators
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.	<i>Performance Indicator: 50% of military veterans or dependents will demonstrate their understanding of VA regulations for maintaining satisfactory progress.</i>
Operating Information	
This SUO will be assessed in Fall 2013 using a survey.	
Analysis – Assessment	

Service Unit Outcome 6	Performance Indicators
Student athletes who have lost their athletic eligibility between first and second seasons will demonstrate their understanding of what is required to regain eligibility.	<i>Performance Indicator: 50% of student athletes who have lost eligibility between first season and second season will demonstrate their understanding of what is required to regain eligibility after attending a one-on-one counseling session or group workshop.</i>
Operating Information	
SUO will be assessed during Spring 2013 using pre-post questionnaires or other written format.	
Analysis – Assessment	

Service Unit Outcome 6	Performance Indicators
	<i>Performance Indicator:</i>
Operating Information	
Analysis – Assessment	

Service Unit Outcome 7	Performance Indicators
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	<i>Performance Indicator:</i>
Operating Information	
Analysis – Assessment	

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4C. 2012-2013 Program Operating Outcomes

Operating Goal 1	Performance Indicators
A&R hours of operation are adequate to meet student needs, create greater operational efficiency and make more efficient use of facilities.	Staff will demonstrate that Admissions & Records serves fewer than 20 students after 5 p.m. for most of the semester, and fewer than 40 students after 5 p.m. during peak registration periods. Staff will also demonstrate that fewer than 75 students are served during Friday hours of operation.
Operating Information	
Observation and data collection – staff will maintain records of students served between 5 pm. and 6 p.m., and on Fridays.	
Analysis – Assessment	
Observation over the past year confirms change in in-person demand for services at Admissions and Records, and has shown that the least amount of customer traffic occurs after 5 p.m. M-Th; traffic is increasingly light on Fridays as well.	

Operating Goal 2	Performance Indicators
Veterans' hours of service are sufficient to meet the needs of military veterans and dependents claiming educational benefits.	60% of military veterans or dependents claiming educational benefits will express satisfaction with Veterans' hours of service in A&R.
Operating Information	
POO will be included in the Fall 2012 survey of veterans planned under SUO 3 above.	
Analysis – Assessment	

Operating Goal 3	Performance Indicators
Office has adequate computers and equipment to facilitate office operations.	Computers in Admissions & Records and Registrar's Office will perform at maximum capacity to meet staff needs.
Operating Information	
Good computer performance is critical to the A&R and Registrars Office operation. Observation over the past six months demonstrates a frequent slow-down or freezing of computers at approximately noon. IT has	

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acknowledged the problem and is trying to determine the source. The Registrar’s computer experiences frequent failures, temporary loss of documents and files.

Analysis – Assessment

Assessment of the IT supervisor is that the computer needs to be replaced, suggests a new computer as the user is a high-end “super user”.

Operating Goal 4	Performance Indicators
Office is adequately staffed to meet student needs and complete all work assignments in a timely manner.	Office staffing will be adjusted to support the move of International Students to A&R by transferring the International Student Specialist into the office.
Operating Information	
Dean, SS and Registrar, in collaboration with the college President, Executive V.P. and V.P. of Administrative Services will develop a plan to provide appropriate staff to meet the minimum processing needs of International Students and to plan for a 3-year Phased Discontinuation of International Student admissions beginning with Fall 2013.	
Analysis – Assessment	

Operating Goal 5	Performance Indicators
A&R Operational budget is adequate to support departmental and student needs.	The Student Ambassador program will be institutionalized by including appropriate funds in the A&R budget, or in a budget created for the Welcome Center.
Operating Information	
Dean, SS and Registrar will work with the EVP and VP, Administrative Services to begin institutionalization of the Student Ambassador program in the 2013-14 fiscal year.	
Analysis – Assessment	

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5. Findings

2012-2013 - FINDINGS

Finding 1: VC demonstrates the lowest percentage in the district of students registering online, even though that percentage has increased to 90+%. We still need to understand why some students are registering in person.

Finding 2: The college does not provide adequate support or course selections for International Students; the program should be moved to A&R with adequate staffing to support a 3-Year Phased Discontinuation, meaning the college will cease to admit International Students after Spring 2013.

Finding 3: The internal structure and operational hours for A&R need to be modified to meet student and departmental needs, support and maintain institutional accountability and compliance.

Finding 4: A plan is needed to institutionalize the cost of the Student Ambassador program.

Finding 5:

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6. Initiatives

6A: 2011-2012 - FINAL Program Initiative Priority Ratings

Line Number	Program	Category	Program Priority (0, 1, 2, 3...)	Division Priority (R,H,M,L)	Committee Priority (R, H, M, L)	College Priority (R, H, M, L)	Initiative ID	Initiative Title	Resource Description	Estimated Cost	Adjusted Cost	Accumulated Costs	Full Time or Part Time
1	Admissions & Records	Personnel	1	H		M	AR1201	Hire a full-time Tech for veterans	Improve service to military veteran and dependent students	54,900	54,900	54,900	
2	Admissions & Records	Budget	2	L		L	AR1202	Increase student hourly	Improve new students' understanding and usage of the MyVCCCD student portal	7,000	7,000	61,900	
3	Admissions & Records	Other	2	L			AR1202	Increase student hourly	Improve new students' understanding and usage of the MyVCCCD student portal	7,000		61,900	

6B: 2012-2013 Initiatives

Initiative ID should be consistent. For example:

2011-2012 identified initiatives - LC1201, LC1202, etc.

2012-2013 identified initiatives – LC1301, LC1302, etc.

These initiatives are being included for your reference. If they still apply in 2012-2013 keep them in, if they don't then delete them. Add any new initiatives for 2013.

Initiative: Student athletes who have lost their athletic eligibility between first and second seasons will demonstrate their understanding of what is required to regain eligibility.

Initiative ID: A&R 1301

Link to Finding #1: Identify student athletes who lose eligibility between the first and second seasons of participation; collaborate with athletic counselor to schedule personal appointments or workshops to review eligibility requirements and make sure the students understand what is required to regain their eligibility.

Benefits: Student athletes will regain eligibility at VC and will have a better understanding of eligibility requirements as they move forward to a 4-year college or university.

Request for Resources: None

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)	

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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 institutional needs.

Initiative ID: A&R 1302

Link to Finding #2: Relocate the International Student Specialist position to A&R and plan for the 3-year phased discontinuation of International Student admissions.

Benefits: Retention of the one person knowledgeable of the federal legal requirements for International Student processing.

Request for Resources: Retention of the International Student position – no new funds. Replacement of computer used for SEVIS/USCIS reporting: \$1400.00 estimated cost.

Funding Sources:

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

Initiative: A&R hours of operation are adequate to meet student needs, create greater operational efficiency and make more efficient use of facilities.

Initiative ID: A&R 1303

Linked to Finding #3: Adjust A&R hours of operation to better reflect the demand for in-person services prior to 5 p.m. M-Th.

Benefits: Improved service to students, more efficient use of staff and facilities.

Request for Resources: None

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Initiative: Maintain the level of service provided by the Welcome Center by ensuring continuation of the Student Ambassador program.

Initiative ID: A&R 1303

Linked to Finding #4: Plan for the institutionalization of the Student Ambassador program by allocating general funds to replace diminishing categorical and grant funds. Grant funds will expire entirely in the 2014-15 year.

Benefits: Retention of the very successful Student Ambassador program and continued success of the Welcome Center. Compliance with Student Success Act and state Chancellor's emphasis on providing increased services to new matriculating students.

Request for Resources: \$10,000 in student hourly funds for Student Ambassadors

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.)	

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6C: 2012-2013 Program Initiative Priority Ratings

Program	Category	Program Priority (0,1,2,3)	Division Priority (R, H, M, L)	Committee Priority	College Priority	Initiative ID	Initiative Title	Resource Description	Estimated Cost	Adjusted Cost	Accumulated Costs	Personnel	FT or PT
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A&R	Personnel.	H				A&R 1302	Maintain adequate staffing in A&R	Shift Int'l Student Specialist to A&R, no add'l funds required.	0	0	0	FT
A&R	Computer Equip	M				A&R 1302	*****	Replace computer used for SEVIS/USCIS reporting	\$1400.			
A&R	Other (student hourly)	H				A&R 1304	Institutionalize Student Ambassador Program	Allocate general funds to replace expiring grant funds and diminishing categorical funds.	10,000			
A&R	No resources required	L				A&R 1305	Students will express satisfaction with online registration tools.	Attempt to improve % of students using online registration; survey, offer referrals to WC.	0			

6D: Program/Department Level Initiative Prioritization

All initiatives will first be prioritized by the program/department staff. Prioritize the initiatives using the RHML priority levels defined below.

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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 will then be prioritized using the **RHML** priority levels defined below.

Committee Level Initiative Prioritization

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

College Level Initiative Prioritization

Dean's will present the consolidated prioritized initiatives to the College Planning Council. The College Planning Council will then prioritize the initiatives using the **RHML** priority levels defined below.

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 (personnel, equipment, etc.)

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

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

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7. Process Assessment and Appeal

7A. Purpose of Process Assessment

The purpose of program review assessment is to evaluate the process for continual improvement. The process is required for accreditation and your input is very important to us as we strive to improve.

7B. 2012 - 2013 ASSESSMENT QUESTIONS

1. Did you complete the program review process last year, and if so, did you identify program initiatives?

Yes, program initiatives were developed and two were funded. One unfunded initiative remains on the list for this year.

2a. Were the identified initiatives implemented?

A&R 01	Improve new students' understanding and usage of the MyVCCCD student portal	Implemented and assessed under the Welcome Center, Spring 2012.
A&R 02	Improve service to military veteran and dependent students	Not Implemented, will not be requested again this year.
A&R 03	Maintain acceptable level of staffing in A&R to meet student, operational and administrative needs.	Not implemented, will be continued this year.

2b. Did they make a difference?

A&R 01 made a substantial difference and is largely responsible for the success of entering students in utilizing their student portal and online registration. An unintended consequence of

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the activity under this initiative is that 92% of students who responded positively to a survey about the high school workshops also completed the college's assessment process. This is due in part to the close collaboration between our Outreach Specialist and Matriculation Specialist.

3. If you appealed or presented a minority opinion for the program review process last year, what was the result?

Not known yet.

4. How have the changes in the program review process worked for your area?

At this writing, we have not completed the process making it difficult to assess. Requiring the additional division meetings and providing a facilitator will prove most helpful in streamlining the process.

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

Not known yet as we haven't completed the process.

7C. Appeals

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

If you choose to appeal, please complete the appropriate form that explains and supports your position. Forms are located at the Program Review VC website.

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