Peralta Community College District

Annual District Service Area Review 2012-13

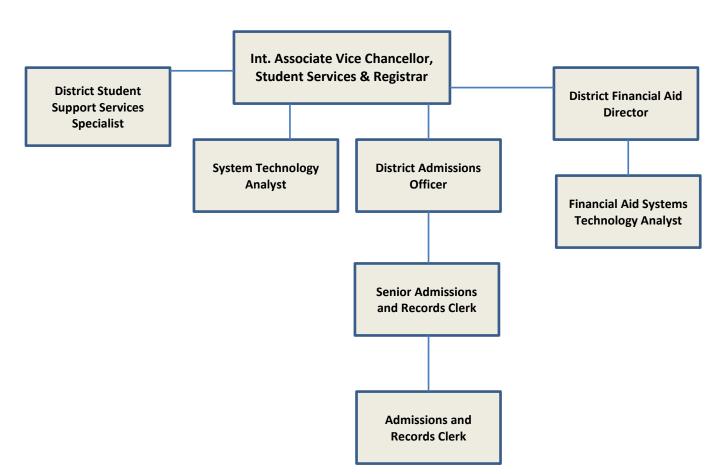| Overview	
Date Submitted:	**July 03, 2013**
Service Area:	**District Admissions and Records**
Supervising Manager:	**Adela Esquivel-Swinson**

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The Administrative Unit PROGRAM REVIEW

I.   **Mission Statement**

The mission of the Office of Admissions and Records is to provide accurate, timely and exceptional customer service that will contribute to the attraction, retention, and graduation of Peralta students and enable faculty and college administrators to accomplish their instructional and management goals.

II.   **Organizational Chart**

Student Services

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                    ┌─────────────────────────────┐
                    │ Int. Associate Vice          │
                    │ Chancellor, Student          │
                    │ Services & Registrar         │
                    └─────────────────────────────┘

┌──────────────────┐                                    ┌──────────────────┐
│ District Student │                                    │ District         │
│ Support Services │                                    │ Financial Aid    │
│ Specialist       │                                    │ Director         │
└──────────────────┘                                    └──────────────────┘

        ┌──────────────────┐   ┌──────────────────┐         │
        │ System Technology│   │ District         │    ┌──────────────────┐
        │ Analyst          │   │ Admissions       │    │ Financial Aid    │
        └──────────────────┘   │ Officer          │    │ Systems          │
                               └──────────────────┘    │ Technology       │
                                        │              │ Analyst          │
                               ┌──────────────────┐    └──────────────────┘
                               │ Senior Admissions│
                               │ and Records Clerk│
                               └──────────────────┘
                                        │
                               ┌──────────────────┐
                               │ Admissions and   │
                               │ Records Clerk    │
                               └──────────────────┘
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III. **Management Positions - Summary of Responsibilities**
Associate Vice Chancellor, Student Services

- Administers compliance with all student services laws, regulations and Chapter 5 Board Policies and Administrative Procedures including financial aid, concurrent enrollment and student grievances.
- Coordinates with colleges student activities personnel for district-wide programs and activities
- Oversees the process for the collection and maintenance of faculty records related to enrollment, attendance and grades in accordance with Board Policy and District procedures.
- Serves as the District representative on a variety of district-wide councils and committees.
- Administers and monitors the operating budget for the Offices of Student Services, Admissions and Records and Financial Aid.
- Assists in planning and coordination to promote a student-oriented culture that ensures access, sustains educational excellence, fosters student development and supports high levels of student achievement.
- Manages the District Admissions and Records and Financial Aid Offices
- Coordinates registration dates for all colleges and ensures that appropriate Student Services information is printed in college catalogues and schedules of classes.
- Serves as the district Student Support Services representative on a variety of statewide and regional councils and commissions and coordinates with college Vice Presidents of Student Services related to Student Access and Success Matters.
- Performs other duties as assigned by the Vice Chancellor for Educational Services.

IV. **Staff Positions - Summary of Responsibilities**

District Admissions Officer
- Supervises the maintenance of student records.

- Supervises evaluation process for degree and certificates as well as IGETC and State General Education Breadth certification

- Supervises the collection and maintenance of faculty records as related to grades and attendance.

- Serve as liaison with external auditors; make recommendation in response to audit findings.

- Represents the Admissions and Records department in various meetings.

- Provides enrollment data as requested by the District.

- Recommends improved methods and procedures to the Associate Vice Chancellor Student Services.

Admissions and Records Systems Technology Analyst

- Provides functional support to end users on the use of PeopleSoft Applications and CCCApply.

- Performs initial evaluation of incoming official transcripts.

- Maintains and updates processes within PeopleSoft such as term activation, enrollment appointments for students, and creates grade rosters.

- Coordinates with IT to setup and add module security for Admissions & Records users; troubleshoots security problems with end users and works with IT to correct Student Administration security as needed; updates/changes existing permission lists & roles to the IT department for creation of security access.

- Tests and maintains updates, patches and fixes in the PeopleSoft system.

District Student Support Services Specialist

- Serves as a technical resource person performing project assignments in support of multiple student support services areas, including Admissions and Records, Financial Aid, Children's Centers, and other responsible areas of the supported administrator.

- Coordinates processing of official transcripts and online transcripts, troubleshoots researches and resolves issues related to online official transcript orders.

- Updates and/or proposes content enhancements/revisions to assigned student services websites, forms, handouts, brochures, catalogues, handbooks, and documents, as directed.

- Maintains the District admissions email account; reloads student applications from CCCApply, maintains student records, troubleshoots enrollment issues.

- Serves as liaison among student services faculty, classified staff, representatives of community agencies, high schools, colleges and the general public.

- Assists with special projects including serving on committees, providing project analysis and research, preparing documentation and updates of policy and procedures documents and manuals.

- Responsible for fiscal data collection and reconciliation of receivables and maintains master record of all grade change requests.

- Monitors departmental budget expenditures and initiates budget transfers, Personnel Action Forms, and other forms necessary to maintain sound day-to-day budget activities.

- Initiates, reviews, and processes requisitions for invoices, supplies, and equipment for the Office of Admissions and Records.

- Trains clerical support staff and student workers.

Sr. Admissions Clerk
- Processes official transcripts for students who attended Peralta prior to 1970.

- Processes student subpoenas and incomplete forms

- Provides information to military recruiters upon request.

- Maintains filing system for student permanent records, grades, attendance, and diplomas.

- Provides assistance to students, staff and the public regarding registration and procedures for requesting transcripts, verification of attendance, and Passport issues.

- Assist at front counter at campuses as needed and provides telephone support for the District A&R main line

District Admissions and Records Clerk
- Supports all functions of the Admissions and Records area in a variety of duties including data entry, customer

service, and telephone support.

- Assists students at the front the desk in a variety of ways and provides accurate information to students regarding registration, graduation, and transcript requests.

- Verifies student attendance, degrees, and certificates.

- Assists in the distribution and collection of Admissions and Records forms, including petitions for degrees and certificates, credit by examination, transcripts, etc.

- Processes official transcript requests.

- Packages official transcripts.

- Logs and reconciles payments for official transcripts.

V. This Year's Accomplishments

Note: This area was not reviewed in 2012-2013 so the accomplishments listed below pertain to both 2011-2012 and 2012-2013.

MAJOR Accomplishments 2011 – 2012 (do not include normal functions of your unit). No more than 10!!!! It may be helpful to reflect on your major goals from 2010-2011. You may have major accomplishments in addition to those plans. An accomplishment may include starting a new project/program which will be ongoing.

Major Goal and/or Objective	Start Date	Status: ongoing, completed, or date completion anticipated	Need Assistance in order to complete goal or objective (reference applicable resource request page)
1. Assist in improving PeopleSoft functionality – reduce waiting time for application download and password activation.	Oct. 2011	Completed	Student's username/ID gets created immediately after they apply for admission. Notification is sent within one hour. Application download occurs every 15 minutes
2. Implement Progress Probation program		In progress	This implementation project has been ongoing for some time and it is close to completion

3. Complete Admissions and Records Policies and Procedures manual	May 2010	March 2012		Not completed
4. Create, revise, and/or update communication to students, staff and faculty to provide clear and consistent information regarding Admissions and Records Policies and Procedures.	Aug. 2011	Ongoing		Need assistance from the Public Information department.
5. Obtain further input from stakeholders in the form of surveys and shared governance	Nov. 2011	Completed		A survey was completed sometime last year.
6. Hire permanent District Admissions and Records Clerk	July 2011	Completed		
7. Implementation of a document imaging system for incoming transcripts.		Moving to this year's goals		Need assistance from IT
8. Installation of SARs scanners at all A&R offices.		Moving to this year's goals		Need assistance from IT

VI. Evidence Supporting This Year's Accomplishments

VII. Evidence of Collaboration
The District Admissions and Records office supports Peralta students by collaborating with faculty, staff, and administrators at the Peralta colleges and with District Service Areas in the following ways:

- Attending Matriculation Meetings
- Participation in Counselor Functionality Team Meetings
- Developing and maintaining the website
- Actively participating in the PeopleSoft Steering and PeopleSoft Resolution Team Committees
- Collaborating in the updating of the District Wide Schedule and Catalog production
- Assisting with Student Services – EasyPass, Payment Plans

- Supporting Faculty with Census, Grades, Attendance
- Attending college meetings – Student Services Council, Department Chair meetings

VIII. Budget planning and priorities

Staffing Profile (Please indicate the number in terms of FTE. In other words a full time staff person is a 1, and a half time person is a .5)

Position	Staffing Levels for Each of the Previous Five Years						Anticipated total staff needed		
	2006	2007	2008	2009	2010		2011-2012	2012-2013	2013-2014 District Staff Only
Administration									
Classified Staff FT	17	17	17	17	17		18	18	5
Classified Staff PT									
Confidential Staff FT									
Hourly Staff				4	4		4	4	2
Student Workers	1	1	1	2	2				2
Faculty Reassigned FTE Full time									
Faculty Reassigned FTE Part time									
Total Full Time Equivalent Staff	17.5	17.5	17.5	21	21		22	22	7

Fill out the Management and/or Staff request form that follow if new employees are needed.

*The number of classified staff FT changed due to the decentralization of the departments earlier this year.

*When filling out the form on the <u>next</u> page please **consider** the following in framing your "reason:"*

a. *Has the workload of your unit increased in recent years?*
b. *Has technology made it possible to do more work with the same staff? Or, has technology increased your work load (adding web features which need updating for example)?*
c. *Does the workload have significant peaks and valleys during the fiscal year that would be best filled by part time staff?*

Unit Name: Admissions and Records

Unit Name: Admissions and Records

Technology (Computers and equipment attached to them)++ Needs <u>Not</u> Covered by Current Budget: [1]

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

Submitted by:	Title:	Phone:

Annual TCO*

Priority	EQUIPMENT REQUESTED	New (N) or Replacement (R)?	Program: New (N) or Continuing (C) ?	Location (i.e Office, Classroom, etc.)	Is there existing Infrastructure ?	How many users served?	Has it been repaired frequently?	Cost per item	Number Requested	Total Cost of Request
1. Usage / Justification	Document Imaging System	N	N	District Wide	Y	35,000		Awaiting Info from IT		$200,000 Approx?
2. Usage / Justification	Replace the student computer located in the District A&R lobby.	R	C	A&R District	Y	many				$1,800.00

    * TCO = "Total Cost of Ownership" for one year is the cost of an average cost for one year. Please speak with Purchasing to obtain accurate cost estimates.
       If equipment needs are linked to a position please be sure to mention that linkage.

   ++Technology is a computer, equipment that attaches to a computer or equipment that is driven by a computer.

Remember to keep in mind your campuses prioritization rubrics when justifying your request.

Facilities Needs <u>Not</u> Covered by Current Building or Remodeling Projects*[2]

List Facility Needs for Academic Year 2013-2014 (Remodels, Renovations or added new facilities) Place items on list in order (rank) or importance.	Annual TCO*
	Total Cost of Request

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[1]   If your SLO assessment results make clear that particular resources are needed to more effectively serve students please be sure to note that in the "justification" section of this form.

[2]   If your SERVICE AREA OUTCOMES (SAO) assessment results make clear that particular resources are needed to more effectively serve students please be sure to note that in the "reason" section of this form.

1. **Repaint the Admissions and Records letters above the door in the A&R building** Reason: The letters are faded and it is difficult to read and for students to find our building.	
2. **Repaint the ceiling in the women's bathroom in the A&R area** Reason: The repairs were never completed; the sheet rock was left exposed.	
3. **Replace the baseboard in the break room** Reason: A gap between the floor and the wall is exposed and it should be covered.	
4. **Landscape area around parking lot and in front of Admissions and Records building.**	

IX.   Goals and Expected Outcomes for Next Year

MAJOR Goals and Objectives 2013 – 2014 (do not include normal functions of your unit). No more than 10!!!! In order from 1 – 10 is best. With 1 as the most important
Before writing your goals and objectives be sure to review other Program/Unit Review documents related to your unit to discern if there are service needs you wish to address.

Major Goal and/or Objective	Start Date	Status: ongoing, completed, or date completion anticipated	Need Assistance in order to complete goal or objective (reference applicable resource request page)
1. Increase faculty education and communication regarding submission of census, attendance rosters and final grades.	June 2013	Ongoing	IT and college administration support.
2. Increase student communication regarding important deadlines.	May 2013	Ongoing	IT and staff/college administration support.
3. Move to the new Open CCC Admission Application	2013	May 2014	
4. Standardize the Admissions and Records processes and forms across the Peralta Community College District.	May 2013	Dec. 2013	Staff and administration at the colleges.
5. Develop and maintain an Admissions & Records Policies, and Procedures manual.	July 2013	December 2013	

6. Implement Electronic Content Management (ECM) document imaging system to scan student records	July 2013	May 2014	IT
7. Degree Works	Dec 2014	June 2014	Collaborate with IT
8. Include course refund deadlines in the spring 2014 class schedule for "Dynamically" dated courses.	Aug 2013	Spring 2014	IT and Credential Solutions
9. Implement eTranscript	June 2013	Completed June 30, 2013	A&R and IT

Expected Outcomes:

1. The goal of the District Admissions and Records is to increase faculty education and information regarding the submission of census, attendance rosters and final grades each semester. Faculty need to be educated on how students are affected when their census rosters or final grades are not submitted by the deadline.

2. The District Admissions and Records office goal is to increase student communication regarding important admission and registration deadlines. The expected outcome is to increase student preparedness to achieve student success.

3. The Open CCC Admission Application implementation will have the PCCD colleges using the state wide admission application hosted through the State Chancellor's office which include the latest updates. Benefits of using the state wide application include the ability to use the online BOG Fee Waiver and the International Student Admission application at no extra cost to the district. In addition, this implementation will save the district the cost of the admission application annual fee which is currently 7500.00.

4. The standardization of forms and process will ensure that students are going through the same process at every college in the district. This step will get us closer to achieving the PCCD Chancellor's goal of standardizing processes across the district.

5. The District Admissions and Records office will develop and maintain an online Admissions, Records Policies, and Procedures manual that will be used to train Admissions and Records staff at the colleges. This will standardize the Admissions and Records processes at every college and staff can use the manual as a resource.

6. Implementation of the Electronic Content Management (ECM) will help us to efficiently maintain student documents. The document imaging system will allow us to scan student records so that they can be easily retrieved from staff's computers. The system can be used by every office in the district.

7. Plans for implementing Degree Works are to start sometime in late 2014. Degree Works will be used by staff, counselors and students. Degree and certificate evaluators can use the system to evaluate student's requests for degrees and certificates. Counselors can use the system to inform students what courses they need to take in order to achieve their academic goal and students can use the system to assess their progress and explore other major options.

8. The Admissions and Records office will include course refund deadlines in the spring 2014 class schedule for "Dynamically" dated courses so that students are aware of the deadline to drop a class without incurring a charge or without showing on their transcript.

9. The enactment of Assembly Bill 1056 will require community college districts to implement an electronic transcript option for students by fall 2014. To assist the colleges with the implementation the State Chancellor's Office offered the opportunity to apply for up to three $5,000 mini grants per college who complete the implementation by June 30, 2013. By implementing the electronic transcript now the district will be eligible to receive (3) mini grants per college up to a maximum of $60,000. If PCCD did not implement the etranscript option before June 2013 the district would be required to comply with the mandate to implement etranscript by fall 2014 without any financial incentives.

Long Term Planning Needs[3]

If your unit anticipates a significant additional needs for personnel, equipment or facilities will occur two to five years from now please list those here*	Fiscal Year Needed	Number Requested	Total Cost of Request
1. Hourly staff to assist with the implementation of the Electronic Content Management System. Reason: We estimate that additional hourly staff is needed to prepare documents and assist during the implementation of the ECM.	**2014-2015**	**3**	**$20,000.00**

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[3] If your SERVICE AREA OUTCOMES (SAO) assessment results make clear that particular resources are needed to more effectively serve students please be sure to note that in the "reason" section of this form.

2. Transcript Evaluator Reason: A transcript evaluator will be needed when the Electronic Content Management is implemented to evaluate external transcripts.	2014-2015	1	85,00.00

Assessment

Why Administrative Units Conduct Assessments: Research indicates that collecting and analyzing evidence leads to improvement of institutional or unit level effectiveness. In addition it:
- Ensures units are examining their services and programs
- Documents outcomes assessment and internal improvement efforts
- Allows each unit to demonstrate how well it is performing
- Allows for requesting resources
- Relies on fact, not perception
- Allows unit staff to prioritize improvements.

Steps to Developing Assessment Plans & Reports

1. **Unit develops measurable Service Area Outcomes (SAO).** An SAO is a "specific statement that describes the benefit that a [unit] hopes to achieve or the impact [. . .] that is a result of the work that your unit performs. Outcomes should be:
   - challenging but attainable"
   - articulate what the unit wants to achieve
   - indicate end results for the unit rather than actions
   - relate to the unit's mission and vision
   - focus on the benefit to the recipient of the service
   - be stable over a number of years. If it is time dependent, it is most likely a goal not an outcome; and
   - be measurable and directly related to the work of your unit.[4]

   Stems for writing outcomes can include:
   - "In support of student learning, staff will _____"
   - "Students are aware of _____"

- "Administrators (or staff) have the _____"

2. **Unit defines how it will assess progress (non-evaluative) towards the outcomes.** The unit might consider taking an inventory of current tools being used. For example:
   - what information is being collected already?
   - what assessment are you already using?

   Methods that can be used to measure progress include, for example:
   - student satisfaction surveys
   - number and type of complaints
   - growth in a specific function
   - comparisons to professional organizations' best practices
   - focus groups
   - opinion surveys
   - time to complete a task

3. **Unit completes the assessment plan and carries out the assessment**. In order to ensure the plan is completed
   - designate a coordinator for the assessment project and/or assign responsibility for individual components
   - develop a timeline indicating when work will be collected, results tabulated, analysis completed, and subsequent dialogues.

4. **Unit gathers information, analyzes results, communicates findings, and takes action**. This step is important as it is used to identify changes needed to improve efficiency, effectiveness, and unit performance. It should also be applied to for planning and budgeting and resource allocation requests (short term and long term). Ultimately it may be tied to the institution's ability to achieve its mission.

Supplemental Information

What is Administrative Unit Program Review?

Administrative Unit Program Review is a collaborative goal-setting and assessment process designed to help improve and refine college services. It is intended to be flexible, collegial, relevant, practical, and should result in a clear sense of direction and accomplishment for participants. All non-instructional service areas (hereafter referred to as "administrative units") undergo self-study as part of a process that results in a comprehensive assessment of institutional effectiveness. A separate, but similar process is applied to Student Services units. When completed the unit representatives will present their self-study to the District Program Review Committee for approval. Members of the District Assessment Committee will provide the Program Review Committee with recommendations regarding your future assessment plans. The linkage between program review and strategic planning is now fully operational. Thus, resource allocations and planning for your unit will be directly impacted by this plan.

Administrative Units will be asked to update their program review document annually. It is anticipated that the same format will be used and updates should require only minimal editing.

The most important **extrinsic purpose** of this review is for you to **receive the resources you need** (equipment, staff, etc.) and to meet accreditation standards. The **intrinsic purpose** of the self-study process is **to help administrative units clarify and achieve their goals**. In addition, the process aids units in strengthening the bonds within the college community and fostering cooperation with instructional units.

The major objectives of Program Review are to:

1. State program goals and align future goals with the College's mission and goals.
2. Collect and analyze data on key performance indicators, administrative unit outcomes, program activities, and accomplishments.
3. Examine and document the effectiveness of student support and administrative services.
4. Develop recommendations and strategies concerning future program directions and needs (e.g. budget, staffing, and resources).

5. Comply with Accreditation Standards, Federal and State law, Title 5, Student Equity, VTEA, matriculation (including prerequisite and co-requisite standards), ADA (American with Disabilities Act), and other legal or certification requirements.

The Legal and Professional Basis for Program Review

TITLE 5, Section 51022(a)
The governing board of each community college district shall, no later than July 1, 1984, develop, file with the Chancellor, and carry out its policies for the establishment, modification, or discontinuance of courses or programs. Such policies shall incorporate statutory responsibilities regarding vocational or occupational training program review as specified in section 78016 of the Education Code.

ACCJC STANDARDS
   Standard 1B. Improving Institutional Effectiveness
The institution demonstrates a conscious effort to produce and support student learning, measures that learning, assesses how well learning is occurring, and makes changes to improve student learning. The institution also organizes its key processes and allocates its resources to effectively support student learning. The institution demonstrates its effectiveness by providing 1) evidence of the achievement of student learning outcomes and 2) evidence of institution and program performance. The institution uses ongoing and systematic evaluation and planning to refine its key processes and improve student learning.

1. The institution maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.
2. The institution sets goals to improve its effectiveness consistent with its stated purposes. The institution articulates its goals and states the objectives derived from them in measurable terms so that the degree to which they are achieved can be determined and widely discussed. The institutional members understand these goals and work collaboratively toward their achievement.
3. The institution assesses progress toward achieving its stated goals and makes decisions regarding the improvement of institutional effectiveness in an ongoing and systematic cycle of evaluation, integrated planning, resource allocation, implementation, and re-evaluation. Evaluation is based on analyses of both quantitative and qualitative data.
4. The institution provides evidence that the planning process is broad-based, offers opportunities for input by appropriate constituencies, allocates necessary resources, and leads to improvement of institutional effectiveness.
5. The institution uses documented assessment results to communicate matters of quality assurance to appropriate constituencies.

6. The institution assures the effectiveness of its ongoing planning and resource allocation processes by systematically reviewing and modifying, as appropriate, all parts of the cycle, including institutional and other research efforts.
7. The institution assesses its evaluation mechanisms through a systematic review of their effectiveness in improving instructional programs, student support services, and library and other learning support services.

EDUCATION CODE, Section 78016

(a) Every vocational or occupational training program offered by a community college district shall be reviewed every two years by the governing board of the district to ensure that each program, as demonstrated by the California Occupational Information System, including the State-Local Cooperative Labor Market Information Program established in Section 10533 of the Unemployment Insurance code, or if this program is not available in the labor market area, other available sources of labor market information, does all of the following: (1) Meets a documented labor market demand. (2) Does not represent unnecessary duplication of other manpower training programs in the area. (3) Is of demonstrated effectiveness as measured by the employment and completion success of its students.

(b) Any program that does not meet the requirements of subdivision (a) and the standards promulgated by the governing board shall be terminated within one year.

(c) The review process required by this section shall include the review and comments by the local Private Industry Council established pursuant to Division 8 (commencing with Section 15000) of the Unemployment Insurance Code, which review and comments shall occur prior to any decision by the appropriate governing body.