Barstow Community College

Program Review

Non-Instructional

Name of Service Area: Admission and Records/ Financial Aid

Department: Student Services

Academic Year: 2011 -2012   **Date Submitted:**   11-07-2011

By:

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1.   Service Area Mission and Vision

A.   Service Area **Mission**

> Student Services advocates for students; enhances educational experiences through provided services; fosters success; and promoted growth and development through partnerships within the college and in the community.

B.   Service Area **Vision**

> Admissions and Records provides professional, timely, student-centered customer service in an effort to simplify the admissions, registration, and records processes. Financial Aid assists students to obtain their academic, career, and personal goals by providing financial information and resources.

C.   Describe how your Service Area mission and vision align with and contribute to the College's **Mission** and **Vision**.

> As an institution, Barstow Community College is committed to *"promoting student engagement and retention through caring customer service, strong student support services, and campus involvement opportunities."* In addition, bullet four states that Barstow Community College is committed to *"providing counseling and other support services to assist students in the identification of their goals and achievement of their personal, educational, and employment potential."* Each department in Student Services has developed a mission statement that articulates how it promotes student access and success and enhances a supportive learning environment. In addition, Student Services recruits and enrolls a diverse student population, offering programs for those interested in earning degrees, seeking transfer, pursuing career and technical education, seeking basic skills enhancement, or considering lifelong learning.

2.   Service Area Description and Overview

Assume the reader does not know anything about the Service Area. **Describe** the Service Area, including—but not limited to—the following:

A.   Organization, including staffing and structure
B.   Who do you serve (including demographics)?
C.   What kind of services does your Area provide?
D.   How are the services provided? (*Including alternative modes and schedules of delivery; for example, online, hybrid, early morning, evening services.*)

> Currently, the Barstow campus has the Director of Enrollment Services, which oversees both Admissions and Records and Financial Aid. Admissions and Records has one Coordinator and two Admissions and Records Technician II. Financial Aid has one Officer, one Technician and one clerk. The Fort Irwin campus has two Student Services Technicians.
>
> Admissions and Records develops policies and procedures and assists students with admissions, registration, and record keeping. Financial Aid develops policies and procedures and assists students with applying for financial aid, reviewing eligibility, awarding and disbursing. Services include state and federal financial aid, including fee

> waivers and scholarships. In addition, Financial Aid manages and provides assistance with Veterans Administration services. Both departments must keep abreast of all local, state and federal requirements to ensure compliance with all aspects of performing their functions, including record keeping regulations, student database functions.

3. External Factors

What external factors have a significant impact on the Service Area? *(External factors are those issues which the college **does not** have control over.)* Include the following, as applicable:

A. Challenges and/or opportunities presented by grants, federal, state or categorical funding
B. Requirements of four-year institutions
C. Requirements imposed by regulations, policies, standards, and other mandates
D. Job Market
   - Requirements of prospective employers
   - Developments in the field (both current and future)

> External factors affecting Admissions and Records include changing state regulations regarding admissions and registration functions; reductions in the institution's class schedule; a lack of automation; a lack of staffing due to state budget cuts; and increased workload presented by CTE grants.
>
> External factors affecting Financial Aid include changing state and federal regulations regarding eligibility, awarding, and disbursing; a lack of automation; and a lack of staffing due to state budget cuts.

4. Service Area Policies & Processes

A. What are the policies, procedures and processes that impact your Service Area *(BCC BP/AP; Federal, State & local regulations; departmental guidelines)*
> Admissions and Records and Financial Aid must ensure compliance with Barstow Community College Board Policies and Procedures. In addition, both departments are governed by state regulations including California Education Code and Title 5 regulations. In addition, the state has handbooks on various subjects, including allowable student fees and the Board of Governor Fee Waiver program that must be adhered to. Financial Aid is governed by Title IV regulations governing all aspects of financial aid.

B. What policies, procedures and processes need to be updated or deleted?
> Admissions and Records and Financial Aid stay current on relevant regulations and ensure that local policies and procedures are updated accordingly.

C. What impact have changes or updates in policies and processes had on the workflow of the Service Area?
> State and federal regulations have resulted in an increased workload in both areas due to the increased demand for student monitoring. Current trends indicate that this increase will continue. Admissions and Records have lost staff members that have not

been replaced and Financial Aid is understaffed and an additional Financial Aid Clerk is needed to assist students at the counter. In addition, both departments are trying to automate as many functions as possible to ensure that efficiency in the area.

5.   Service Area Status

A.   What is going well and why?

Online class rosters, automated waitlist notification, and add authorization codes are functioning well.

Institution issued email addresses and the student portal implementation is still underway. It is expected that a soft launch will occur before spring 2013. Once it is operational a marketing campaign will begin so that a hard launch can occur in conjunction with summer 2013 registration.

The phone system upgrade and operator triage is currently being tested. This new system is designed to improve customer service and response times.

All records have been scanned to Laserfiche and all new records are scanned regularly.

 Financial Aid has now taken over the processing of VA paperwork. The Financial Aid Officer is now the VA Certifying Official.

FA is now in charge of the scholarship program. All scholarship applications are turned into the FA office. FA hosts scholarship workshops and postcards are sent to students reminding them of the deadline to apply for scholarships. Phone calls are made to all prior year donors. FA is in charge of sending invitations to all scholarship recipients inviting them to attend the annual scholarship award ceremony (Honors Day).

The work study program has been consolidated and improved as a whole. In the past we had students who would turn in applications without having an unmet need and who were not enrolled in courses. Also, FA was not familiar with the other types of work study programs on campus, including CalWorks, EOPS, and DWS. We have now established a works study committee. On the committee we have one person from each of the other types of work study that is offered at BCC and the Human Resource Technician. The work study application has been updated. Students that are applying for work study must have a FAFSA completed. Applications are only available at the Financial Aid Office. FA staff ensures that the students have an unmet need and is in good standing for the program. All applications are given to the Human Resource Office. Supervisors must go to Human Resource when they are looking to hire a work study student. This has been very successful on monitoring the different types of work study that each student may be eligible for. It has been effective and efficient on utilizing the resources that BCC has to offer.

 There has been a significant increase in student population. Students are now able to

complete their FAFSAs in the FA FAFSA lab; which is located in the FA Office. FA staff is trained to track all essential conversations and miscellaneous information in our database so that all other FA employees are aware of what is needed for the students file. New forms have been created to help the FA Technician with the verification process. All of the FA forms have been added to BCC website, to ensure that all students have access.

The Financial Aid Officer is now the Foster Youth Liaison. Webgrants is now accessed monthly to ensure that need analysis are submitted for all possible Chaffee recipients. FA has identified more foster youth by adding a specific question to the financial aid verification worksheet. Post cards are being sent to students reminding them of renewing their financial aid application. Financial Aid is now processing monthly check runs. This will ensure that students who may have not been picked up on the first check run due to a technical difficulty will not have to wait a whole month to receive a check.

The hold process for students who owe enrollment fees has been automated. Prior to the start of priority registration, holds are placed on all students with a fee balance. When the entire balance is paid, the student's hold is automatically lifted. Is this has saved a tremendous amount of time as in the past the holds had to be placed on manually and students had to notify Admissions and Records that the balance had been paid for the hold to be lifted.

Academic standing is working more smoothly. Holds are placed on student accounts requiring them to complete the online probation workshop before registration can occur.

In the past it was hoped that we could send automate fee letters from Banner. However, it was discovered that the bills from Banner were confusing to students. A letter was written and a mail merge is completed to notify students of their account balances.

With the implementation of CredentialSolutions, students are able to request their transcripts through an online process that validates their identity and meets signature requirements. Students receive either a text or email (their choice) when the transcript request has been received by the college, when it has been processed, and when it has been mailed. Currently, about half of student transcript requests are submitted online. We are certain that this is because it is more expensive to order online. A proposal is being given to the Board of Trustees in November 2012 to change the pricing structure of ordering transcripts so that online requests are less than paper requests. In addition, online requests take only 2 business days to process; whereas, paper requests take up to 10 days to process due to the manual intervention. In addition, an immediate transcript fee of $21 will be charged to those students who demand their transcripts that day.

B.   What is not going well and why?

Online census certification and final grade submittal by faculty was implemented a few years ago. However, it currently requires a lot of staff time to monitor as the faculty do not submit their information in a timely manner. Census certification is due at 20% of

the class and is a state regulation. Despite reminders sent to faculty members, a number of them do not submit by the deadline which results in an increased workload for A&R staff to send out additional reminders and collect paper census sheets. Final grades are due within two business days of the class ending, but there has not yet been a submittal in which all faculty grades are received by that time. There need to be set consequences put in place for faculty who fail to meet their record keeping deadlines to ensure that A&R staff is not responsible for babysitting this process.

Add authorization codes are not available to faculty in self-service. This requires A&R staff to generate the codes and email them to all of the faculty. This process can take an entire day.

CAPP (online degree audit software) does not function properly and so has never been deployed to student self-service. An investigation is being conducted to determine if the institution should continue to try to implement CAPP or if it should move to DegreeWorks.

Banner baseline graduation application was being investigated; however, with the permanent A&R Coordinator out of the office indefinitely, this has been temporarily suspended.

When older records were converted from Microfiche to Laserfiche it resulted in BCC transcripts prior to 1983 being lumped together in one very large record. These records are not searchable and so it poses difficulty when students who attended prior to 1983 request a transcript. It can take hours to find the students record which then must be entered into Banner to print an official transcript. There is not enough staff available in A&R for regular staff to be used to input all of these records into Banner. A temporary full time staff member hired for this specific purpose would result in increased customer satisfaction as students in this category now must wait upwards of 15 days for their official transcript.

Online scholarship application software would improve the scholarship process. Currently FA is responsible for making over 1,000 copies of scholarship applications for review by the different scholarship committees. Software would change the process to allow the committees to view the information online. This would save many hours of work for Financial Aid staff as well as a reduction in the amount of funds spent on paper and ink.

Online form software would be very beneficial. Students would be able to submit documents electronically ensuring that they are not lost. This would also save money on the cost of paper. In addition, the electronic forms could be moved directly into Laserfich.

Given the recent drastic increase in student enrollment, current staffing levels are not adequate. It is impossible to deliver the same level of student service that has been delivered in the past. It is understandable that given the current budget uncertainties there will be no additional positions created. However, it will be of the utmost necessity that as many processes as possible are automated and that all services are delivered in the most efficient and effective way possible. Overtime in the area was eliminated last spring. The departments are allowed to close at noon on Fridays for training and to process paperwork to alleviate the lack of overtime. This has helped to a degree but there are still some times of the year when overtime is needed to complete tasks by deadlines. During the summer it was necessary for the Director to work multiple weekends to ensure that tasks were completed in the Financial Aid areas for check runs

as staff could not work overtime to complete the tasks. These tasks could not be completed at earlier time because final grades were not submitted on time by faculty members.

During fall 2012 hours of operation were extended to 7pm. This continues to be problematic with the limited staffing in the area.

Due to the high volume of student traffic and the reduction in both staff and student workers it has been near impossible to conduct any type of staff development exercises.

A plan needs to be put in place for the replacement of computers in all of the departments. Many of the computers are out of date and need to be replaced and this comes at the expense of the Admissions and Records budget, even for general counselor computers as the budget is very limited for counselors. In addition, the kiosk computers will need to be replaced shortly and that will require a considerable expenditure.

Both an online Spanish Application and Orientation have previously been purchased by BCC but neither has been implemented as native Spanish speakers have indicated that both need to be rewritten. A consultant should be hired to complete this so as to assist Spanish speaking individuals wishing to attend BCC.

Currently test scores have to be manually entered into Banner. This is a time consuming process that must be automated. Automation will free staff to work on more pressing issues and ensure accuracy and also allow the student to register more quickly.

With the passage of the Student Success Initiative, students will be required to maintain academic progress to be eligible for the BOG waiver. Therefore, an automated process that drops students for nonpayment must be initiated with the implementation of academic progress for BOG.

The new federal guidelines for monitoring Satisfactory Academic Progress have resulted in a manual process for monitoring SAP. This is very time consuming for staff. A more automated process for SAP needs to be implemented.

6.   Service Area Data

A. Performance Data
Discuss the area's performance on the specific data items listed below, *(if applicable)*:
1) Completion Rate; 2) Success/Retention Rate; 3)Full-Time/Part-Time Service Professional ratio; 4) FTES Targets; 5) Student Engagement; 6) and any other representative measurable data, to be considered.

(If you have already discussed your area's performance on one or more of these components, then refer to that response here, rather than repeating it.)

> N/A

B. Progress on Service Area Outcomes (SAOs) and Student Learning Outcomes (SLOs)

1) Summarize the progress your Service Area has made on programmatic and service level SAO/SLO measures you have applied since your last program review.

> Admissions and Records:
>
> 1. Students will successfully utilize their online accounts to access registration, grades, academic standing, and account balances.
> 2. Students will successfully utilize their generated college email address.
> 3. Students will demonstrate knowledge of Admissions & Records deadline
>
> For 2007–2008, Admissions and Records assessed students' use of technology to apply using an online admissions application. After it was determined that the majority of students were successfully applying online, the decision was made to make applying online a requirement and Admissions and Records ceased accepting paper applications.
>
> Beginning 2008–2009, Admissions and Records began focusing on transitioning students from registering in person to registering online. The initial data indicated that in 2008–2009, 45 percent of students were registering in at least one class online, while 33 percent were registering solely online. In 2009–2010, this dropped to only 35 percent registering in at least one class online and 24 percent solely online. Beginning spring 2011, Admissions and Records began requiring students to register solely online. This caused an increase from the 2009–2010 year to 51 percent in at least one class and 35 percent solely online. The spring 2011 semester peaked at 64 percent of students registering in at least one class online and 41 percent solely online.
>
> In assessing the data it was determined that those students not registering online were predominantly being registered through the waitlist process or after the class had begun. Both instances required manual overrides. To facilitate students registering solely online, Admissions and Records introduced "add authorization" codes for fall 2011, and will be instituting a waitlist process that allows students to register online for spring 2012. This should cause a significant decrease in the number of students registering in person.
>
> Financial Aid:
>
> 1. Students will demonstrate knowledge of Financial Aid deadlines.
> 2. Students will be proficient in logging in and accessing their online accoutns to view tracking requirements, award amounts, and SAP status.
> 3. Trhough the scholarship application process, students will demonstrate the ability to compare their personal and academic financial qualifications to scholarships requirements.

In 2007–08, the Financial Aid (FA) department assessed data regarding the number of students applying for financial aid prior to the first deadline and determined that only 43 percent of students applied prior to the first day of class. At that time, the FA department began sending email and postcard reminders to students to apply early for financial aid, conducted workshops on Free Application for Federal Student Aid (FAFSA), and hung posters in various Student Services offices. These changes did not have a positive effect on students applying early. Only 43 percent of students for 2008–2009 applied for financial aid before the start of the fall semester.

Based on the assessed data, the department began including deadlines for financial aid check runs in the each semester's Schedule of Classes. This did have a positive effect, and 44 percent of students applied for aid before the start of classes in 2009–2010. In 2010–2011, the FA department sent multiple reminders, conducted multiple FAFSA workshops, held financial aid awareness events, and published the deadlines in the Schedule of Classes; these changes resulted in an increase to 55 percent.

For 2010–2011, the peer counselor for the Student Success Initiative called to remind students to apply for aid, and the FA department will be hosting focus groups to determine why students are waiting to apply for aid until after the semester begins.

In addition, the FA department will now be issuing bookstore authorizations for students to utilize their financial aid funds in the campus bookstore the week before classes begin through the second week of the semester. Students will not be issued a financial aid check until the third week. It is hoped that this change will also result in students applying early.

2) Describe any program/service improvements made by your Service Area as a result of the outcomes assessment process.

Admissions and Records implemented an automated waitlist process and add authorization codes to better facilitate students registering online. In addition, a completely new concurrent process has been put in place for spring 2013 to allow concurrent enrollment students to add/drop classes online for the first time. This will further alleviate the need for manual intervention in the registration process by A&R staff members.

Financial Aid began including deadline dates in the Schedule of Classes to ensure that students were aware of deadlines for submitting documentation. Financial Aid also introduced bookstore authorizations in spring 2012 to ensure students had access to their aid to purchase books. Investigation is underway to determine if bookstore authorizations should be available during the second nine week registration cycle as well.

3) What is your plan for continuously completing the assessment cycle?

SLO assessment will be conducted at the end of each fall semester. Once it has been determined that students are meeting the SLO, another will be assessed.

C. Supporting Assessment Data

1)   Provide a list of any quantitative or qualitative measures not provided in 6.A. that you have chosen to gauge your program's effectiveness *(e.g.: transfers, degrees, certificates, satisfaction, student contacts, student headcount, Perkin's data, etc.)*

> N/A

2)   Summarize the results of these measures

> Click here to enter text.

3)   What did you learn from your evaluation of these measures, and what improvements have you implemented, or do you plan* to implement, as a result of your analysis of these measures? *(*List any resources required for planned implementation in #9: Resources.)*

> Click here to enter text.

7.   Prior Goals/Objectives

Briefly summarize the progress your Service Area has made in meeting the goals and objectives identified in the most recent Program Review.

> N/A

8.   Goals/Objectives/Actions

Reflect on the responses to all the previous questions.

A.   Formulate Service Area **Goals** to maintain or enhance program strengths, or to address identified weaknesses.

B.   Indicate how each Goal is **Aligned** with the College's **Strategic Priorities**.

C.   Identify explicit **Objectives** for reaching each goal.

D.   Create a three-year **Action Plan** consisting of a coherent set of specific steps that must be taken to achieve each objective.

E.   Develop **Outcome** statements and appropriate measures for each objective.

F.   The **Comments** area provides for the additional communication of information necessary to further "close the loop" on the goal or action plan, as it relates to **Institutional Planning**. This may include references to other institutional documents, such as **governing or compliance documents** *(i.e. Board Policy, BAM, Title V)*, **institutional planning documents**

(i.e. Strategic Plan, Educational Master Plan, Facilities Plan, Technology Plan), or **Board, Presidential, Supervisory or Departmental recommendations or goals**, etc.

As you create your Service Area **Goals**, **Objectives, Outcomes** and **Action Plan**, it might be helpful to think about some of the following questions:

- Imagine your Service Area three years from now in an ideal future. You and your colleagues have done everything you possibly can to make the Service Area excellent. Look around: What do you see?
- Describe the colleagues and partners inside and outside the institution with whom you would like to work in the ideal future.
- In the ideal future, what specific innovations, best practices, or other accomplishments would you share with a visiting out-of-state colleague?
- What long-term impact would you like your Service Area to have on the College and the community?
- What strengths, opportunities, or new directions now exist on which you can capitalize in three years' time?

Complete the following table with your Service Area's **Action Plan***.*

<table>
<tr><th colspan="6">**Action Plan**</th></tr>
<tr><th colspan="2">GOAL</th><th>ALIGNMENT</th><th>OBJECTIVE</th><th>ACTIONS/TASKS REQUIRED TO ACHIEVE OBJECTIVE</th><th>OUTCOMES/MEASURES</th></tr>
<tr>
<td>#1</td>
<td rowspan="3">Successfully implement automation to increase efficiency.</td>
<td rowspan="3">☐1. Foster innovative learning environment
☒ 2. Provide Successful college learning experience
☒ 3. Promote and support student engagement
☐ 4. Cultivate and enhance local partnerships
☐ 5. Attract/ develop excellent employees
☒ 6. Strengthen college planning/ decision making</td>
<td>#1 Automate test scores</td>
<td>a) Need to request a statement of work from consultants
b) Need to schedule consultants to complete work
c) Consultants need to complete work</td>
<td>Test scores will automatically upload to Banner with minimal staff intervention.</td>
</tr>
<tr>
<td>#2 Add Authorization codes available online for faculty</td>
<td>a) Need to request a statement of work from consultants
b) Need to schedule consultants to complete work
c) Consultants need to complete work</td>
<td>Add Authorization codes will be visible to faculty in self-service.</td>
</tr>
<tr>
<td>#3 Implement online graduation application</td>
<td>a) Need to request a statement of work from consultants
b) Need to schedule consultants to complete work
c) Consultants need to complete work</td>
<td>Students will be able to successfully petition for graduation online.</td>
</tr>
<tr>
<td></td>
<td>*Comments:*</td>
<td>*Enter text*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>#2</td>
<td rowspan="3">Successfully implement automation to increase efficiency.</td>
<td rowspan="3">☐1. Foster innovative learning environment
☒ 2. Provide Successful college learning experience
☒ 3. Promote and support student engagement
☐ 4. Cultivate and enhance local partnerships
☐ 5. Attract/ develop excellent employees
☐ 6. Strengthen college planning/ decision making</td>
<td>#1 Banner will automatically calculate SAP with all applicable rules and regulations considered.</td>
<td>a) Need to request a statement of work from consultants
b) Need to schedule consultants to complete work
c) Consultants need to complete work</td>
<td>SAP will be automatically calculated per federal guidelines for students to view online. .</td>
</tr>
<tr>
<td>#2 Automated dropping for nonpayment of fees.</td>
<td>a) Need to request a statement of work from consultants
b) Need to schedule consultants to complete work
c) Consultants need to complete work</td>
<td>Students will be automatically dropped for nonpayment of fees.</td>
</tr>
<tr>
<td>#3 Implement degree audit software</td>
<td>a) Investigate and determine which program to implement
b) Investigate and determine which program to implement
c) Consultants need to complete work</td>
<td>Degree audit system will accurately determine student's progress towards goal</td>
</tr>
<tr>
<td></td>
<td>*Comments:*</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>#3</td>
<td>Improve customer service</td>
<td>☐1. Foster innovative learning environment</td>
<td>#1 Full-time</td>
<td>a) Approval of new position/job description</td>
<td>Telecommunication specialist will ensure enhanced customer</td>
</tr>
</table>

		☒ 2. Provide Successful college learning experience ☒ 3. Promote and support student engagement ☐ 4. Cultivate and enhance local partnerships ☐ 5. Attract/ develop excellent employees ☐ 6. Strengthen college planning/ decision making	Telecommunications Specialist	b) Negotiation with union c) Hiring of staff member	service as there will be a staff member dedicated to answering the phones and assisting students through a triage system.
			#2 Full-time Financial Aid Clerk	a) Approval of new position/job description b) Negotiation with union c) Hiring of staff member	A second clerk will ensure that we have adequate support in the Financial Aid Office to assist students with the financial aid process and outreach.
			#3 *Enter text*	a) *Enter text* b) *Enter text* c) *Enter text*	*Enter text*
	Comments:	*Enter text*			

9.   Resources Required

List all significant resources needed to achieve the objectives shown in the table above, including personnel, training, technology, information, equipment, supplies, and space. Every request for additional resources must support at least one objective.

Also list any resources required to implement planned improvements noted in 6.C.

Rationale*: For each resource listed, enter the reason(s) the resource is needed to achieve the objective.

Goal #	Objective #	Resource Required	Rationale*	Estimated Cost
1	1, 2, and 3	Funding for consulant	Will need funding for the work the consultant will complete.	To be determined
2	1, 2, and 3	Funding for consultant and possibly software.	Will need funding for the work the consultant will complete.	To be determined.
3	1	Funding for telecommunications specialist	Funding a new staff member will ensure that there is a dedicated staff member to triage incoming calls for student services	To be determined
3	2	Funding for Financial Aid Clerk	Funding a new staff member will ensure that there is additional assistance for students	To be determined
Enter text	*Enter text*	*Enter text*	*Enter text*	*Enter text*

A **BUDGET ALLOCATION PROPOSAL** must be completed and submitted for EACH new resource requested.