Barstow Community College

NON-INSTRUCTIONAL
PROGRAM REVIEW

PROGRAM: Admissions & Records/Financial Aid

Academic Year: 2014–15   FULL PROGRAM REVIEW   Date Submitted: 10/14/14

Academic Year: 2015–16   ANNUAL UPDATE #1   Date Submitted:

Academic Year: 2016–17   ANNUAL UPDATE #2   Date Submitted:

By:

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1. Mission and Vision

A. Service Area/Administrative Unit Mission

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

B. Service Area/Administrative Unit Vision *(Where would you like the Program to be three years from now?)*

> The vision of enrollment services is to promote excellence in education through efficient, effective, friendly customer service.

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

> Enrollment services directly supports the College's Mission and Vision by providing quality customer service to students, the community, and military population. Admissions and Records is the direct line of contact for incoming students and Financial Aid provides monetary support to students to ensure they are successful.

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2. Service Area/Administrative Unit Description and Overview

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

A. Organization, including staffing and structure

B. Who do you service (including demographics)?

C. What kind of services does your unit provide?

D. How do you provide them?

> 2(A) The Director of Enrollment Services is responsible for overseeing Admissions and Records and Financial Aid and all staff listed below report to her.
> Staffing from the Barstow campus
> Admissions and Records:
> Admissions and Records Coordinator and two Admissions and Records Technician II
> Financial Aid:
> Financial Aid Officer, Financial Aid Technician, and two Financial Aid Clerks
>
> 2(B) Admissions and Records (A&R) serves all BCC students, including prospective students, concurrent (K-12) and international students, as well as continuing and returning students. In addition, A&R provides support to instructors. A&R also acts as the phone operator and so makes contact with most every call coming into campus. Financial Aid (FA) provides support to all students applying for and receiving financial aid, including area high school seniors. In addition, FA provides Veterans Administration benefits assistance.

2(C) Admissions and Records assists students with the application process, makes residency determinations, and conducts registration. A&R also process all academic exceptions, such as late withdrawal petitions, repeat petitions, reinstatement after dismissal, etc. A&R processes degree petitions and diplomas and issues transcripts and enrollment verifications. A&R is often the first line of contact for new, returning, and continuing students when they need assistance. A&R also acts as the phone operator, providing information about the campus and services available to students; contact information to students for staff and instructors; resetting personal information numbers (PIN) for students for login purposes; etc. A&R also provides workshops and orientations and assists in high school outreach to support the Student Success Initiative components.

Financial Aid provides assistance to students applying for scholarship, veteran benefits, state and federal financial aid. FA staff also conducts outreach both on campus and off; collects paperwork and verifies required financial aid information; awards and disburses financial aid; certifies veterans for benefits; conducts reconciliation for grants, etc.

The Director of Enrollment Services provides many services to the all constituent groups on campus, including data as requested; ensuring compliance with state and federal laws as they govern Admission and Records, Financial Aid, and Student Success; working towards data integrity across the campus; providing leadership for technology acquisitions in Student Services, such as SARS (program to track student traffic); Open CCCapply (new online Chancellor's Office sponsored admissions application); ComEvo (new online orientation software); DegreeWorks (new degree audit and education planning software); Argos (new reporting software); and assistance in the development of the new website. She also ensures that data is entered into Banner and reviews MIS reporting to ensure that corrections are not necessary and conducts enrollment reporting to the National Student Clearinghouse as required by federal regulations.

2(D) Services are provided in person, both on and off campus depending on the nature of the service. Services are also provided online, through the student self-service and by email and/or phone.

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3. Data

A. ASSESSMENT DATA

1) List all quantitative and/or qualitative measures that you have chosen to gauge the effectiveness of your unit.

1. Online ordering of transcripts versus by paper
2. Efficiency in transcript evaluations
3. Submission of Census in a timely manner

> 4. Number of students without good satisfactory academic progress
> 5. Number of students applying for scholarships

2) **Summarize the results of these measures.**

1. Upon reviewing the data regarding transcripts ordered online, it became apparent that staff needed to be trained on the proper process of tracking information. Almost half of the official transcripts processed did not have the corresponding date-sent populated so it was impossible to determine an accurate average length of time for efficiency data. A training will be scheduled to ensure that all transcripts sent have the corresponding date-sent populated so efficiency can be tracked.

   A&R was able to track the number of transcripts ordered online:

2010-11	2011-12	2012-13	2013-14
9.50%	56.50%	66%	75.04%

2. Efficiency in transcript evaluations has increased dramatically due to the creation of the A&R Coordinator position that includes the duties of evaluating transcripts. The Coordinator has established the necessary forms in Banner to allow the articulation process to work with less manual intervention.

	2010-11	2011-12	2012-13	2013-14
Total Evaluations	677	624	544	606
Average # of Days	30	21	13	3

3. Faculty are required by state regulations to drop all students who are considered no shows at census. This is important for state reporting for apportionment and has a significant impact on the processing of financial aid. Ensuring that census is completed correctly in a timely manner is of the utmost importance to ensure that the College does not misreport students that are not enrolled for apportionment and to reduce overpayment and R2T4 institutional rates.

   A&R has found that 15% of all sections for fall 2013 had late census submittals. The average number of days late was 9 and the longest was 30 days late.

   A&R recognizes the importance of on time census submittal and will initiate faculty training for census and drop rosters. The purpose of the training will be to ensure all instructors are reporting census information on time and dropping students as needed.

4. Financial Aid reviewed the SAP (Satisfactory Academic Progress) of students in 2012-13 and 2013-14 to determine how many were in good standing:

	2012-13	2013-14
Good	70.58%	71.68%
Warning	14.79%	14.00%
Suspension	14.62%	14.33%

   The results indicated that a little more than 28% of students were not on a good SAP standing. Two semesters of failing to meet SAP will result in loss of federal financial aid. Financial aid will create a SAP workshop that can be offered both online and live to ensure

that students are aware of the requirements of SAP and to increase the number of students in good SAP standing.

5. In January, the Financial Aid Office introduced an online scholarship application process. This resulted in a significant increase in the number of applicants. In addition to the number of students who completed the application process, there were 161 students who started the process but did not finish. The Financial Aid Office will be conducting outreach and hosting additional scholarship workshops to ensure that the students who start finish their application.

Number of Scholarship Applicants

Year	Number
2011	111
2012	128
2013	115
2014	176
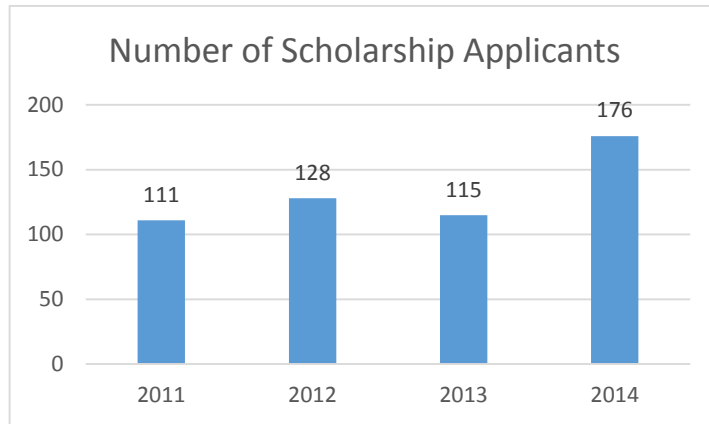
B. PROGRESS ON SERVICE AREA/ADMINISTRATIVE UNIT OUTCOMES

1) a. List the Service Area Outcomes (SAOs) or Administrative Unit Outcomes (AUOs) for your unit.

   b. Summarize the progress your unit has made on SAO/AUO measures you have applied since your last program review.

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

A&R has been measuring Service Area Outcome 1. The college generated email address is not yet available for students so A&R will remove this as one of the Service Area Outcomes at this time. In addition, it is difficult to measure if students have knowledge of A&R deadlines. The decision has been made to revise SAOs for future program review cycles.

A&R has created extensive tutorials that are available online for student use that explain how to register online and frequently encountered registration issues. It was previously determined that the majority of registration issues that resulted in students not using the online system were related to concurrent enrollment and students who were waitlisted. The goal of A&R is to have at least 85% of students registering solely online.

13-14	12-13	11-12
88.29%	87.17%	75.33%

After implementation of a revised concurrent process that clears students and requires to them to register online and an automated waitlist process that allows students to register online, A&R has achieved their goal of a minimum of 85% of enrollment occurring online.

The new Service Area Outcomes for the upcoming program review cycles are:

1. Students will be able to utilize web technology and enhance their computer skills by applying, registering and accessing their records online; ordering transcripts online; and accessing enrollment and degree verifications online.
2. Faculty will be able to utilize web technology by accessing class rosters, add codes, drop rosters, and submitting final grades online by established deadlines.

Financial Aid:
1. Students will demonstrate knowledge of Financial Aid deadlines.
2. Students will be proficient in logging in and accessing their online accounts to view tracking requirements, award amounts, and SAP status.
3. Through the scholarship application process, students will demonstrate the ability to compare their personal and academic financial qualifications to scholarships requirements.

Financial Aid has seen an increase from 43% to 77% of students applying for aid before the first deadline of the semester. The goal was to ensure that 75% of students applied before the first deadline of the semester.

Financial Aid has decided to revise the Service Area Outcomes for the program review cycle to the following:
1. Increase student understanding of the financial aid process, including application for the BOG waiver, Pell grant, SAP requirements and scholarships.
2. Increase veteran student understanding of the process to receive Veteran Administration benefits.

2) Describe any improvements made by your unit as a result of the outcomes assessment process. 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 #10: Resources.)*

A&R:
A&R successfully implemented an online registration process for concurrent enrollment students and implemented late add codes for late registration.

A&R implemented a Frequently Asked Questions page online to answer the majority of questions students email to the general admissions inbox. In addition, there is an autoreply on the general admissions inbox that points students to the FAQ and to the extensive tutorials that have been built to show students how to navigate the web. These tutorials are being updated and revamped to include a recorded portion of each step rather than just screen shots.

A&R offered workshops to students this past year but there was no attendance.

A&R plans to focus on Enrollment Verifications and improving services to students on accessing verifications online.

Financial Aid:
Financial aid will create SAP workshops, both in an online and live format, to educate students about SAP requirements and the ramification of losing SAP.

Financial aid will be conducting workshops to better assist students who begin the application process but do not complete it to ensure a higher rate of completion.

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4. Policies & Processes

A. What recent changes in policies, procedures and processes have impacted or will impact your Service Area or Administrative Unit? *(BCC BP/AP; Federal, State & local regulations; departmental guidelines)*

Implementation of the Student Success and Support Program
New requirements to support the Student Success and Support Program include students completing orientation, assessment testing, and education planning before registration occurs. Effective fall 2016, any student who is on probation for two semesters (fall 2015 and spring 2016) will lose BOG eligibility.

B. Describe the effect the changes or updates in policies and processes in 4.A have had on the unit.

Staff will be required to continue to support engagement of high school seniors to encourage transition from the high school to the college. Continued outreach to current students is needed to ensure they understand the potential loss of BOG eligibility for failing to meet academic progress standards.

C. In addition to (or in response to) those listed in 4.A, what in-house policies, procedures, and processes need to be updated, created, or deleted?

Currently all policies and procedures are up to date and no changes are necessary at this time.

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5. Internal Factors *(see Handbook for worksheet)*

A. Strengths

The longevity of staff in A&R/Financial Aid are a strength because it allows them to have a long institutional knowledge.

A&R/Financial Aid have a strong reliance on technological processes and data. This is a direct result of the Director overseeing both departments understanding the necessity of data driven results and having a strong knowledge of how data is stored in Banner and how to access data. In addition, having the same person direct both departments is a strength in itself as there is no political red tape to navigate when making decisions that may impact both departments.

Both departments are very conscientious of communicating impending changes to students and always strive to ensure that students are at the center of decisions that are made.

B. Weaknesses

All of the staff demonstrate a willingness to assist students in the friendliest manner possible. They always attempt to provide superior customer service. Unfortunately, due to a lack of adequate staff that is not always possible. Sometimes, long lines of students will result in emails and/or phones class going unanswered for more than a day. Students are provided with a timely response to in-person requests as often as possible. A&R/Financial Aid have tried to automated processes as much as possible to reduce student wait times. Automation will continue to be explored to provide the highest possible level of customer service.

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6. External Factors *(see Handbook for worksheet)*

A. Opportunities

There are a number of technology projects slated for the 2014-15 year
Open CCCApply – a new admissions application that is sponsored by the state and is so free for colleges. The new application has a better residency methodology so will result in less manual intervention for A&R staff.
DegreeWorks – A new degree audit and electronic education planning software system.
SARS – an electronic method of collection students assisted in the departments and what the student was assisted with. Once operational this will provide usable data for staff when conducting program review.
Argos – a new reporting application which will take the place of the Campus Data reporting application. A&R and Financial Aid believe this will result in stronger data for student outreach.

B. Threats

There is a lack adequate staff to provide the comprehensive, timely customer service A&R wishes to provide. A phone operator is desperately needed to meet the demands placed on the department. Below is a graph that shows the number of operator calls, A&R calls, and Financial Aid calls handled on a month basis. On a monthly basis, A&R is responsible for handling an average of 75,000 operator phone calls per month, in addition to the average 8,200 department phone calls. For perspective the Financial Aid monthly average is only 1,500 phone calls. (At this time there is no tracking method available to indicate how many of these calls were assisted, transferred, or voicemails, so the chart is only indicative of the number of calls to the extension.) It is very difficult for A&R to ensure that there is a staff member functioning as an operator at all times, while also ensuring that students at the counter are assisted and all paperwork is processed in a timely manner. A&R staff are bombarded with demands for same day assistance which is impossible to meet with the sheer number of students assisted on a daily basis.

Chart Title
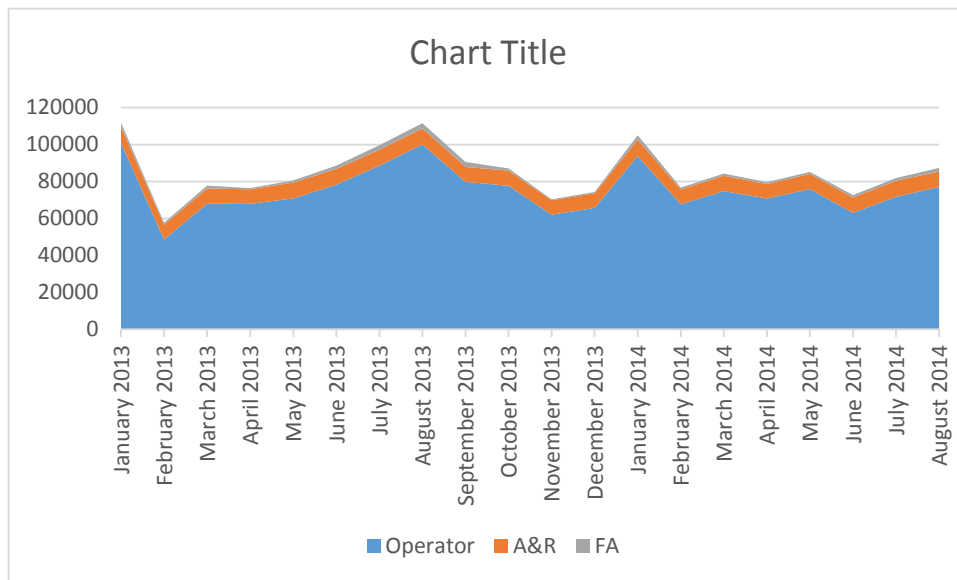
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7. Continuing Education/Professional Development

A. What continuing education and/or professional development activities have program/unit members participated in during the current cycle?

> CCCSFAAA Spring training
> All Directors/CCCSFAA Annual Conference
> 3CBG
> SARS Training
> Region IX Meetings
> 150% program – Banner Webinar
> CalGrant Webinar
> STARS
> ComEvo

B. What are the continuing education and/or professional development plans for the upcoming cycle?

> Open CCCApply
> DegreeWorks
> All Directors/CCCSFAA Annual Conference
> CACCRAO
> CACCRAO Regional Training
> WAVES
> VA Summit
> SARS Training
> 3CBG

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8. Prior Goals/Objectives

Briefly summarize the progress your program/unit has made in meeting the goals and objectives identified in the most recent Program Review or Annual Update. *(Include measurements of progress or assessment methods.)*

> Prior goals and objectives:
> 1. Successfully implement automation to increase efficiency:
>   a. Automate test scores – this project has been completed. Test scores are no longer entered manually into Banner. The Computer Commons lab technicians run a process that uploads the scores into Banner multiple times a day.
>   b. Add authorization codes available online for faculty – this project is completed. Faculty can now access their add authorization codes online with their class roster.
>   c. Implement online graduation application – this will be carried forward to the 2014 Program Review.

      d.   Banner will automatically calculate SAP with all applicable rules and regulations – this is project is complete. The SAP process can be run automatically by Financial Aid staff and SAP is calculated correctly with limited manual intervention.

      e.   Automate dropping for nonpayment of fees – this will be carried forward to the 2015 Program Review cycle to ensure that the Enrollment Management Committee develops the policy for dropping for nonpayment.

      f.   Implement degree audit software – DegreeWorks was purchased with 3SP funds and will be implemented over the coming year.

2. Improve Customer Service:

      a.   Staff member to handle College-wide incoming calls – this request will move forward to the 2014 Program Review as it was ranked low during the BAP review process. A&R continues to struggle to provide efficient, timely customer service due to the lack of this position.

      b.   Financial Aid Clerk – this has been completed. The position was created as of July 1st. It was temporarily filled by a 39 month rehire, who has since returned to her permanent position. Changes were recently made to all of the Financial Aid Office job descriptions to update and include current duties. Changes are expected to go to the October board meeting. Once the Board has approved the changes, hiring for this position will commence.

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9. Goals/Objectives/Actions (ACTION PLAN)

A. GOALS: Formulate Goals to maintain or enhance unit strengths, or to address identified weaknesses.

B. ALIGNMENT: Indicate how each Goal is aligned with the College's Strategic Priorities.

C. OBJECTIVES: Define Objectives for reaching each Goal.

D. ACTIONS/TASKS REQUIRED TO ACHIEVE OBJECTIVE: Create a coherent set of specific steps (Actions/Tasks) that must be taken to achieve each Objective.

E. OUTCOMES: State intended Outcomes and list appropriate measures and assessment methods for each Outcome.

F. ADDITIONAL INFORMATION: This provides space 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, Administrative Procedures, 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. *(See Handbook for additional examples.)*

Complete the following table with your Program's **ACTION PLAN**, which must include a **minimum of 3 goals**:

	GOAL	ALIGNMENT WITH BCC STRATEGIC PRIORITIES (click link for list of Strategic Priorities)	OBJECTIVE	ACTIONS/TASKS REQUIRED TO ACHIEVE OBJECTIVE	OUTCOMES, MEASURES, and ASSESSMENT
ACTION PLAN					
#1	Improve Customer Service	List all that apply: 2 3	#1 Reduce demand for same day services	Charge for enrollment verification, increase charge for same day transcript service, move students to online enrollment verifications	Fewer students will request enrollment verifications and transcripts at the counter and will begin using the online services available for this
			#2 Increase customer satisfaction with response time to phone calls and emails	Ensure that all phone calls and emails are returned within 24 hours	Record the response time to phone calls and emails and conduct satisfaction surveys
			#3		
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#2	Successfully implement automation to increase efficiency	List all that apply: 2 3 6	#1 Reduce time to process diplomas	Implement DegreeWorks and then create an online graduation petition process.	The length of time to process the diplomas will decrease to under 6 weeks.
			#2 Reduce time to process applications with issues	Implement Open CCCApply	Fewer students will be held in suspension due to the stronger residency methodology in Open CCCApply compared to the current online application
			#3		
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	ACTION PLAN				
	GOAL	ALIGNMENT WITH BCC STRATEGIC PRIORITIES (click link for list of Strategic Priorities)	OBJECTIVE	ACTIONS/TASKS REQUIRED TO ACHIEVE OBJECTIVE	OUTCOMES, MEASURES, and ASSESSMENT
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#3		*List all that apply:*	#1		
			#2		
			#3		
	Additional Information:				
	DATE:	ANNUAL UPDATE #1:			
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#4		*List all that apply:*	#1		
			#2		
			#3		
	Additional Information:				
	DATE:	ANNUAL UPDATE #1:			
	DATE:	ANNUAL UPDATE #2:			
#5		*List all that apply:*	#1		
			#2		
			#3		
	Additional Information:				
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ACTION PLAN					
	GOAL	ALIGNMENT WITH BCC STRATEGIC PRIORITIES (click link for list of Strategic Priorities)	OBJECTIVE	ACTIONS/TASKS REQUIRED TO ACHIEVE OBJECTIVE	OUTCOMES, MEASURES, and ASSESSMENT
#6		*List all that apply:*	#1		
			#2		
			#3		
	Additional Information:				
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10. 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 3.C.

IMPORTANT: A BUDGET ALLOCATION PROPOSAL must be completed and submitted for EACH new resource requested. *(Click the link to access the form.)*

Goal #	Objective #	Resource Required	Estimated Cost	BAP Required? Yes or No	If No, indicate funding source
1	2	Operator	40,000	Yes	

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Goal #	Objective #	Resource Required	Estimated Cost	BAP Required? Yes or No	If No, indicate funding source

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Goal #	Objective #	Resource Required	Estimated Cost	BAP Required? Yes or No	If No, indicate funding source