Ohlone College
Program Review Report

• **Program Description and Scope:**
  1. *Program Review Title:* Admissions & Records
  2. *Academic year:* 2012/2013
  3. *Review Type:* Student Services Program Review - Directors
  4. *Program/Departments:* Admissions & Records (62000)
  5. *Authority Code:* -Director, Admission and Records
  6. *External Regulations:* Yes X No

  *Describe:*
  The Office of Admissions and Records is the central point for all student enrollment information. The data collected and maintained in this office supports the following state and federally mandated reports: State MIS enrollment, apportionment (320), National Student Loan Clearinghouse (NSLC), and federal IPEDS reporting.
  As the official "Custodian of Records" the office maintains FERPA regulations regarding access to student records.

7. *Provide a brief narrative that describes the services provided.*

Admissions and Records processes and maintains the educational records of all Ohlone students. This responsibility involves the student's initial admission application; all documents related to admission, residency, and registration for classes; transcripts; graduation; and transfer. Specifically, the office processes online and paper admission applications, and facilitates the registration process in person, over the phone, or via email. The office also evaluates student records to determine graduation for certificate and/or associate degree; certification for CSU and UC General Education requirements, and provides official transcripts to students.

8. *Describe how the program specifically serves students, faculty and staff.*

The office assists faculty in accessing their class and grading rosters online via WebAdvisor, as well as other specific issues or problems related to the registration and grading of their students. The office works with deans and departments to enforce class limit restrictions, prerequisites, corequisites, waitlists, and all adds and drops. The office works directly with the Cashier's Office on student accounts related to enrollment
fees and refunds; and works in tandem with other Student Services departments to serve and facilitate the needs of students. Admissions and Records networks with the Information Technology Department to identify and resolve software issues that inhibit the online registration of students, as well as other issues related to student records. The office maintains and tests the application and registration procedures and processes each term to ensure information is accurate, timely, and clear. This office also serves to process student appeals regarding their records.

9. Describe how the program or service needs are addressed (how the program/service accomplishes what it's supposed to do.) How are current technologies applied?

The use of technology is central to the success and daily functioning within the Admissions and Records Office. The office utilizes XAP for all district online admissions applications, and uses Colleague, the district's enterprise level software management program, for all student records. WebAdvisor is used by students to register and pay for classes, as well as access the class schedule and their grades. The Admissions and Records Web site communicates important application, registration, residency, and records information, as well as provides pertinent forms and documents. The Dean supervises full time and student personnel and ensures that staff are properly educated and prepared to service the needs of students and faculty on a daily and cyclical basis. Staff cover their areas of administrative responsibility capably, including downloading admission applications; processing transcripts and enrollment verifications; registering students; electronically processing and posting grades submitted by instructors; as well as responding to phone calls, e-mails, and in-person visits from students. Student workers are responsible for assisting full-time staff with their administrative capacities and assisting during window hours. The Dean periodically reviews and revises the office Web site, policies, procedures, and documents to maintain accuracy and currency; reviews and updates online registration procedures for each semester; collaborates with the Business Office and Information Technology Department to conduct Colleague/WebAdvisor software testing each term to ensure that software upgrades and customizations function as anticipated before registrations cycles open. The Dean communicates and collaborates with other district offices regarding policies and procedures that
affect students and may impact their interactions with students.

10. Discuss the impact of the program on the college and/or other programs. Highlight any services, reports or functions supplied, in whole or in part, by this service area that supports state or federal compliance mandates for the College.

Admissions and Records is literally the first department that most students will encounter when they interact with the college. Accurate and timely communication is critical for all constituents—prospective and continuing and former students, faculty, staff, and administrators, as well as personnel at our local feeder schools. Colleague must function with accuracy, efficiency, and integrity. Any compromises within Colleague must be identified and resolved immediately to ensure consistent service to the college community as well as the public at large. Admissions and Records is often the first office to notice problems within Colleague/WebAdvisor and is typically a major stakeholder in the identification of issues and reporting to the Information Technology Department. The proper functioning of the online application process is critical to the college. Each work day applications are manually downloaded and checked for errors and corrected before final completion. When students have problems with their application, a bottleneck is created that can hinder them from the remainder of the matriculation process such as taking placement tests, attending orientation, and ultimately registering for classes. This bottleneck directly affects the student, the Counseling Department, Placement Testing Center, and eventually can affect enrollment. Timely and accurate communication is vital to all constituencies within the district and out. This goal is accomplished through the office Web site, the printed Class Schedule, the Ohlone Catalog, and WebAdvisor. When incorrect information is disseminated, questions, confusion, and frustration mount. Phone calls, e-mail messages, and lines at Student Services windows increase as well as questions to faculty and division offices. The accurate manual processing of forms and documents is critical to the district at large as well. For this reason, periodic education is important to ensure that all Admissions and Records staff are entering and processing information consistently. In summary, the efficient functioning of the Admissions and Records Office directly affects the other Student Services offices: Counseling, Financial Aid, EOPS, International Student Services, Disabled Student Programs, as well as all the academic divisions.
Admissions and Records is the nexus through which most district offices pass. Additionally, the student data processed in this office supports a variety of state and federal mandates including State MIS, financial aid, federal IPEDS, state apportionment accounting (320), and student record retention.

11. Discuss the impact of the program on the community and the impact of the community on the program.

Admissions and Records has a significant impact on the community because this office is the gateway through which college age students, working professionals, returning, and K-12 students enter. Students must abide by the state mandated policies and regulations to apply and register for classes. This office begins the matriculation process for all students and additionally facilitates the accurate processing of student records that involve grades and transcripts. If the office is not timely and efficient, those in the community experience difficulty in navigating the matriculation process at the college which results in emails, phone calls, in person visits, and frustration. Similarly, the community has a tremendous impact on the Office of Admissions & Records. The demographics of each college attendance area greatly impacts the college it serves. At Ohlone, we serve a very ethnically and culturally diverse community where English is often not the native language. Some individuals struggle with completing forms and documents because of language issues. This reinforces the need to ensure that policies, procedures, and directions are clear, as concise as possible, posted in a timely fashion, and accessible. This has required us to constantly monitor how Colleague and WebAdvisor are programmed to address registration scenarios and workflows. With diminishing budget revenue, the office has had to become creative to do more with less.

- **College Mission**
  1. **Mission Statement**
     The mission of Ohlone College is to serve the community by offering instruction for basic skills, career entry, university transfer, economic development, and personal enrichment for all who can benefit from our instruction in an environment where student learning success is highly valued, supported and continually assessed.
  2. **Vision Statement**
     Ohlone College will be known throughout California for our inclusiveness, innovation and superior rates of student success.
3. **Core Values, Goals & Objectives:**

**College Core Values**
- We provide life-long learning opportunities for students, college personnel and the community.
- We open access to higher education and actively reach out to under-served populations.
- We promote diversity and inclusiveness.
- We maintain high standards in our constant pursuit of excellence.
- We value trust, respect and integrity.
- We promote team work and open communication.
- We practice innovation and actively encourage risk-taking and entrepreneurship.
- We demonstrate stewardship for our human, financial, physical and environmental resources.

**College Goals/Objectives**

4. **Use human, fiscal, technological, and physical resources responsibly, effectively, and efficiently to maximize student learning and achievement.**

   6. By 2011, create organizational structures and procedures to continually improve efficiency and effectiveness of services to students through technology.

4. **Briefly describe how the program supports the college mission, vision selected college values.**

   By utilizing and maintaining relevant and efficient means of processing administrative data, the office of Admissions and Records firmly under girds the college mission of providing access to all community members that can benefit from instruction. By keeping abreast of industry innovations and initiating them when warranted and financially feasible, the Admissions and Records Office supports the college vision of being innovative. Finally, we support the college values of promoting teamwork, open communication, innovation, and stewardship of our human financial and physical resources.

5. **Briefly describe how the program supports selected college goals.**

   Given the current fiscal restraints, Admissions and Records has responded to the challenge of doing more with less. By taking advantage of technological efficiency and by reassigning personnel and streamlining procedures, students continue to be served effectively, supporting their successful learning and
achievement at the college. Although the office is not yet permanently staffed, student, faculty, and staff needs for Admissions and Records services are being met in a timely fashion.

6. **Briefly describe how the program supports selected college objectives.**

Goal 4, Objective 6- by 2011 create organizational structures and procedures to continually improve efficiency and effectiveness of services to students through technology.

The Admissions and Records Office takes a lead in making sure that all Colleague and WebAdvisor systems are functional in time for each registration period, have tested Colleague patches and upgrades, and have worked to document data entry and validity. Developing automated communications for students and faculty to control enrollment and registration will continue to be a challenge met by this office.

- **Program SLOs & Assessment**
  1. **Student Services SLO -**

   **Students will become responsible for their academic record and enrollment.**

   a. **List Activities/Action Plan.**

   Currently students must update their academic profile each semester before they can register for classes. This action requires students to be vigilant and knowledgeable about their academic record, and take steps each semester to keep it accurate. Each semester Admissions and Records receives numerous inquiries from students about how to update their academic profile. The office will provide instructions in the class schedule, catalog, and Web page for students about how to update their academic profile. The office is also responsible for many academic deadlines, policies, and procedures. Subsequently, the office is flooded on a daily basis with petitions from students requesting an exception to a district deadline, policy, or procedure. As part of the Student Services Curriculum of Responsibility the office will educate students about the various deadlines, policies, and procedures, with the goal of "teaching them how to fish," be
responsible for their own academic record, and understand that requesting an exception should be used conservatively and only in extenuating circumstances, just as would be expected in the real world outside of Ohlone.

b. *Indicate your planned method of assessment.*

The office will assess the number of students who inquire by phone, email, or in person how to update their academic profile, as well as assess the number of student petitions received.

c. *Enter assessment results and analyze student success in achieving this SLO.*

NA

d. *Future Action*

- **Student/Program Achievement**
  1. *List area-specific outcomes.*

    Admissions and Records will provide services to students, staff, and faculty in an effective, efficient, responsible, and knowledgeable manner.

  2. *Identify internal and/or external benchmarks and regulations.*

    The office is subject to the regulations of many external entities, such as FERPA, Title 5, the Student Success Act, the Chancellor's Office, and WASC. Progess and achievement is annually assessed by the Accountability Reporting for Community Colleges report. MIS requirements dictate how student records are coded and maintained. Significant comparative data is a part of public record on the Chancellor's Office Data Mart.

  3. *Enter assessment results for area-specific outcomes and analyze trends.*

    According to the biannual student surveys, satisfaction with the service provided by Admissions and Records has been in decline since 2007.

    Satisfaction rates:
• 2007 74.4%

• 2009 73.8%

• 2011 65.6%

In 2007 the office had stable and knowledgeable administrative leadership, but as the office transitioned in 2008 the office witnessed a decline in the capability of leadership and the satisfaction among students with office services. While the office always strives to provide effective, efficient, responsible, and knowledgeable service, in these fiscal times it is often difficult to provide efficient service when staffing is reduced.

4. Analyze program budget trends and expenditures. Comment on how the program can best use budget resources.

The office works within its allotted budget.

5. Analyze the program's current use of staff, equipment, technology, facilities, and/or other resources. Comment on how the program can best use these resources.

While the office has gained a full-time Evaluation Specialist within the past year, the office is still understaffed. Administrative leadership is currently on an interim basis and the Dean of Admissions and Records is not solely assigned to the work of the Admissions and Records Office as he also has other responsibilities and duties. The administrative leadership in the office for the past several years has been in a state of transition and uncertainty, which has caused stress and morale problems among the staff. They have done their best to continue to provide serves effectively, efficiently, responsibly, and knowledgeably, however, the changing administration also means that rules and ways of doing business also fluctuated with each office holder. Consistency within the administrative leadership of the office would bring great stability, an increase in morale, and renewed energy to the staff.

6. Describe any additional notable program achievements (optional).

7. Additional Program Table Data

8. Future Action

Current levels of achievement indicators maintained.

• Program Analysis
After assessing student learning outcomes/impacts, student/program achievement, and the status of previous program improvement objectives (PIOs), analyze the data and any identified trends, and summarize your findings. Use these data and trends to prioritize, revise, or develop new PIOs.

1. **Describe program achievements and successes.**

   The Admissions and Records Office has had one major great success. The success is the staff’s ability to come together and work collaboratively and collegially while completing an inordinate amount of work given the size of the staff. While the staff each have their specific areas of responsibility they do not work in silos and are very agreeable to help out one another when someone else has too much to do or is out sick. They truly act as a team and look out for each other. They are efficient and effective in their tasks and complete them in as timely a manner as possible, given the volume of work and shortage of staff. They are a joy to work with.

2. **According to the evidence, what are the areas needing improvement?**

   Progress has been made on processing graduation applications in a more timely manner, and the addition of an Evaluation Specialist to the staff has greatly helped with this progress. However, additional improvement is needed. The processing of official transcripts needs to be transitioned to becoming electronically delivered and received. This act would be align with State mandates and would provide greater efficiencies within the office and allow staff currently assigned to processing transcript requests to handling other responsibilities.

- **Program Improvement Objectives:**
  1. **Objective:**

     Centralize the processing of Certificates of Accomplishment within the Admissions and Records Office so the process is standardized and efficient.

     a. **Action Plan**

        **Year 1:**

        Implement the recommendations of the Completions Work Group, including:
• Produce a standard graduation application and certificate;

• Assign responsibility for assessment, awarding, and distribution of certificates to Admissions and Records rather than division offices.

• Create a template for certificates.

b. Staffing
   Year 1:
   No additional staffing required.

c. Equipment (Include items that fit under department budget codes)
   Year 1:
   No additional equipment needed.

d. Technology (Include items that fit under IT budget codes)
   Year 1:
   No additional technology needed.

e. Facilities (Include items that fit under the Facilities budget codes)
   Year 1:
   No additional facilities required.

f. Other (Include other resources needed)
   Year 1:
   We would need to increase the number of certificates ordered, which may result in a slight increase in the diploma budget. However, this is expected to be minimal and not result in additional budgetary needs.

g. Assessment Plan: List Assessment Strategies
   Year 1:
We will track the number of Certificates of Accomplishment that are awarded annually and expect to see an increase in the number of completers.

h. *Which college goal(s) does this program improvement objective work to achieve? Clearly describe how your PIO will help achieve one or more of the college goals and objectives, has impact beyond the particular department, and contributes to student learning/success.*

1. Through innovative programs and services, improve student learning and achievement.
Rationale:

By making the application process for Certificates of Accomplishment more visible and more efficient, we should capture more evidences of student achievement through increased program awards.

2. PIO Assessment
   a. *Future Action*

1. Objective:

Provide official transcripts to students electronically so service is more timely and staff can work more efficiently.

   a. *Action Plan*

   Year 1:

   Apply for a grant to implement electronic transcript processing (E-Tran).

   Implement E-Tran as Ohlone College's method for receiving and delivering official transcripts.

   b. *Staffing*

   Year 1:

   No additional staffing required.

   c. *Equipment (Include items that fit under department budget codes)*
Year 1:
No additional equipment needed.

d. Technology (Include items that fit under IT budget codes)
Year 1:
Subscribe to an appropriate E-Tran service.

e. Facilities (Include items that fit under the Facilities budget codes)
Year 1:
No additional facilities required.

f. Other (Include other resources needed)
Year 1:
None

g. Assessment Plan: List Assessment Strategies
Year 1:
We will assess how well the E-Tran process is working for students, Ohlone staff, and colleges and universities receiving our official transcripts, and make revisions as necessary. We will also assess if staff time processing transcript requests is actually reduced.

h. Which college goal(s) does this program improvement objective work to achieve? Clearly describe how your PIO will help achieve one or more of the college goals and objectives, has impact beyond the particular department, and contributes to student learning/success.
4. Use human, fiscal, technological, and physical resources responsibly, effectively, and efficiently to maximize student learning and achievement.
Rationale:
Having transcripts produced and delivered electronically will reduce personnel time, thereby saving on human resources. It will also save money as less staff time is required to process transcripts, and will save money as the office will no longer need to purchase transcript paper or spend money on postage.
Physical resources will be used responsibly as we will no longer be using paper to print transcripts or envelopes to mail them, thereby saving the environment.

2. PIO Assessment
   a. Future Action

• Outside Review Results 05/20/2009
  1. List each team members name and title.

    This program review will be viewed by members of the Student Development Committee.

  2. Discuss key feedback provided by team and how it was incorporated into the report.

    Feedback will be provided by reviewers and by the Student Development Deans and Directors

• Attached Files