Golden West College
INSTRUCTIONAL PROGRAM REVIEW
Spring 2016

Division Name: Enrollment Center (Admissions and Records)

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NON-INSTRUCTIONAL PROGRAM REVIEW PROMPT

PROGRAM INFORMATION: Enrollment Center (Admissions & Records)

Assume the reader doesn't know anything about your program/department. Briefly describe your department and how your department supports one or more of Golden West College's mission and goals. **This description will likely be used on your department's website**.

The Enrollment Center, formerly known as Admissions and Records (A&R) is part of the Enrollment Services Division. We strive to provide precise and timely information to the community, admit and register students, support special programs, maintain academic records, support our faculty, and provide student access to services through the use of technology. The department is innovative, yet flexible in delivering services to students, faculty and staff.

The Enrollment Center serves as the primary student enrollment service provider and official custodian of student records for the college. We are committed to maintaining and protecting student records in a manner consistent with Ed Code, Title 5 as well as state and federal law. We take pride in our commitment in assisting faculty and the college community to provide support and services in meeting the needs of our student to ensure a smooth transition in meeting their academic goals.

In addition to traditional services offered in an Enrollment Center, we also serve the campus community as a whole as well as the general public in our newly created Answer Center and Call Centers. The Answer Center is a "one stop" shop where the staff can assist students and the public with online processes as well as provide "tier one" information about most services on campus. The Call Center provides a similar service via the telephone.

Program Contributions: Describe how your department contributes to the campus. Consider areas such as diversity, campus climate, student success, campus processes, student support, and other college goals below.

The Enrollment Center serves every single student on their way into the college (admission and enrollment), during their enrollment at the college (grades and verifications) and after they leave the college (graduation, transfer and transcripts) ensuring the student's success by providing them with the framework and tools needed to accomplish their scholastic goals. We strive to teach students how to be responsible individuals who are capable of meeting deadlines and managing their own academic records.

The Enrollment Center (EC), Answer Center (AC), and Call Center (CC) staff are very often the first contact that a prospective student encounters when contacting Golden West College (GWC). This initial encounter is most critical in setting the stage for the potential student following thru

and actually applying and eventually enrolling at the college. Again, this initial contact is critical and provides the potential student with a first assessment of the college culture.

Beyond potential applicants, current students have ongoing interaction with the areas listed above as they navigate the registration process, seek general information about college policies, and request confirmation that they have met the requirements for their degree or certificate. Also, former students often contact the EC/AC/CC to request directions on how to order a transcript, request duplicate diplomas, or inquire about returning to GWC.

Our area also supports and embraces technology as we have made many of our previous in person services available in an online format to provide a more timely service to students and faculty. Detailed information about the advancements in technology will be highlighted in the "strengths" area.

We recognize, understand and appreciate the vast diverse population we serve and treat each student with respect, patience and understanding and the department strives to meet the changing needs and challenges of the community.

College goals (check all that apply):

☐ Institutional Mission & Effectiveness
☐ Instructional Programs
☒ Student Support Services
☐ Library and Learning Support Services
☐ Student Engagement
☒ Student Equity
☐ Human Resources
☐ Facilities & Campus Environment
☒ Technology
☐ Fiscal Resources
☐ Planning Processes
☐ District Collaboration
☐ Community Relations
☐ Business, Industry, Governmental Partnerships

External Requirements: Indicate any requirements that are imposed on your program/department by the state, federal regulations, or other external accrediting bodies (If applicable).

The Director of Admissions & Records and the EC staff are the official custodian of student records as well as compliance officers for many legislative and regulatory policies. Any changes to existing policies and/or regulations at the state level most often have a direct impact on the

processes of the EC. EC staff must ensure compliance to the State's Education Code and Title 5. Any modification of policies and procedures at the state or local level must be communicated to students, faculty and staff. Most recently, the Student Success Act changed the way priority registration was assigned and this change impacted the Enrollment Services division as well as Counseling. Associated with this, a new regulation will take effect for fall 2016 whereas students who get placed on academic probation or disqualification may lose their eligibility for the Board of Governor's Fee Waiver.

REVIEW OF LAST CYCLE PROGRAM REVIEW

Provide assessment of your previous program review initiatives. Summarize any accomplishments that your program/department achieved. (2 pg limit) Link to Previous Program Review Reports

We have had several significant operational improvements both technologically, that enhance student success, as well as a boost in the staffing levels in the EC and creation of a true Answer Center and Call Center which were all listed in our previous Program review.

Staffing
- Thanks to funding from Student Success and Support Program (SSSP), we have been able to hire 1 full-time, permanent evaluator and one, 1 year temporary, full-time evaluator. These two positions along with the existing evaluator, provide direct support to counseling as they evaluate incoming transcripts, and articulate the coursework into Banner. This has alleviated the task from counselors having to take the time to evaluate transcripts during the appointment with the student. It also updates DegreeWorks (degree audit system) for both the student and counselor's use.
- We now have one dedicated person (level 42) for external transcript intake and scanning into BDMS which directly supports the evaluators and the transcript evaluation process.
- Lead position was reinstated (E58) which has greatly enhanced service to students and provides staff support in the absence of the Director. Students are directed to see this person first if they have an issue, which frees up time the Director was spending do this.
- Within the last two years, the college invested resources to build and staff an Answer Center and a Call Center. The AC and CC is staffed daily during normal business hours.
- Hired three SSSP funded hourly to support the transcript evaluators.

Technology and enhanced partnerships

Several significant technology projects have been fully implemented since the last program review.. With the full implementation of DegreeWorks, a degree audit system, students and counselors have been provided a tool that greatly improves their ability to assess progress towards fulfilling educational goal requirements including an associate's degree, certificate and progress towards CSU and IGETC certification. This refined process empowers students by providing them insight to their educational progress and then identifying what requirements remain.

For the EC staff, DegreeWorks has streamlined the degree, certificate and CSU/IGETC evaluation process. The EC graduation technician uses DegreeWorks to expedite assessment of a student's eligibility for degree or certificate by reviewing a student's degree audit report. This report readily outlines what requirements have been fulfilled and which items if any are still outstanding.

Since the last program review, our transcript processing service has been greatly enhanced. Credentials Inc. now handles the printing and mailing of a large majority of our academic transcripts directly from their print and mail facilities. In accordance with CA Assembly Bill 1056, we also are now able to send and receive PDF copies of transcripts to those institutions that are set up to receive them. This provides an excellent, speedy and secure means of transcript delivery to receiving institutions as well increased service to students. This has greatly reduced the number of students coming in and reordering transcripts because the receiving institution lost them or they simply were never delivered.

We also received funding to "digitize" our many rolls of microfilm as well as almost twenty years of hard copy rosters and admissions applications. The images on the microfilm as well as the rosters and applications are considered Class 1 documents and must be kept indefinitely. The paper copies were quickly deteriorating and susceptible to fire, and the microfilm was difficult to work with as the microfilm readers were no longer be supported.

Partnerships

The Veterans Resource Center (VRC) was established a few years ago and is a wonderful space for Veterans to come together and feel comfortable with others that have had similar experiences. Many if not all Veterans come through the EC to apply for their VA benefits and now we have a place to refer veterans for support, food, computers and general camaraderie.

SWOT ANALYSIS

Strengths:
- The Enrollment center and its staff are a pivotal source of support for instructional programs, student support services, and is a key resource in maintaining institutional accountability and compliance at the college, district and state levels.
- Provide a supportive environment for students
- Provide accurate and timely information to students via text messaging and email about policies, deadlines and semester start information
- Highly collaborative with other staff and offices
- Excellent problem solvers
- Provide friendly and consistent service to students, faculty and staff
- Commitment of staff to produce high quality work

- Technologically strong – Most services that used to require students to come to campus are now available online.
- Evaluation of incoming transcripts – Highly efficient process from intake to evaluation provides students and counselors with up to date information
- The Answer Center and Call Center provide "one stop" type service
- Tuition payment plan options for registration fees
- Strong collaboration between A&R Directors on standardizing processes

Weaknesses:
- In what areas does your program/department need to improve?
  - o I believe cross training of staff in the EC would not only benefit students as there would not be a "single point of failure", but it would also open up professional development opportunities.
  - o Conduct customer service surveys on an annual basis to improve service and program efficiency.
- What are your program's/department's immediate needs?
  - o Overall I believe the EC is in a good place with regards to staffing and budget except for the immediate need for hourly support to serve our veteran students and assist the Certifying Official.
- What limitations or barriers is your program experiencing?
  - o The current location of the Veterans office does not have adequate space for the staff nor all the files. It also does not afford any privacy when the vets come to the counter often needing to discuss sensitive issues.

Opportunities
- What opportunities exist for your program/department?
- What opportunities exist that may allow your program/department to expand/improve on efficiency?
  - o Ask MyGWC – implementation target, May 2016. Ask MyGWC is a 24/7 online knowledge base system that can respond to potential applicants, community members and current students' questions.   Other institutions that have implemented this solution have seen their phone call volume reduced by 90+%.
  - o SS Navigate – implementation target 3rd quarter 2016. SS Navigate is a guided onboarding tool (portal) that will reduce confusion while also connecting students with the right resources to guide program choice as well as information on steps to success.

- What external funding opportunities are available for your program/department:
  - o We have been fortunate enough to receive SSSP monies to fund several positions in the office, both hourly and permanent staff and hopefully, as long as that funding source is available, we will be able to operate at our

current level.   There is also Student Equity money that I would like to request to hire a 160 day hourly to help support our veteran population.

- What partnerships/collaboration (internal, distric-wide, external) can be established or expanded to the benefit of your program/department.

  o Increase collaboration between the EC and other student services. There exists an interdependency between the departments and there is an evident collaboration and partnership which serves to assist students and contribute to their success. For example, the EC staff work closely with other student service departments which include Assessment and Outreach, Counseling, Financial Aid, EOPS, DSPS and the International Student Program. Once the new Student Services building has been completed, all student services will be housed in one building which can only increase collaboration between areas.

Threats/Challenges
- What challenges exist for your program/department?
- What budgetary constraints is your program/department facing?
- Are there upcoming changes to state and federal regulations that will impact your program? Elaborate.
  o There are new regulations being approved regularly both at the state and federal level. Most of the time, there is sufficient time to advertise and implement the new regulations, but there have been instances where the time frame to implementation is quite short which can present procedural and communication challenges.
    ▪ Some examples of recent changes to legislation are AB 288, otherwise known as College and Career Access Pathways or CCAP, and the new loss of the BOGFW due to poor academic or progress probation.

Challenge – Need improvement in faculty submission rates for dropping no-shows and dropping students in general. This would reduce the number of erroneous grades being assigned and cut down on the number of grade change requests.

PROGRAM DATA AND ANALYSIS

Measures of Scope of Program (Who does your department serve? How many do you serve?)

☒ Student   Number of Students Served: All students

☒ Faculty   Number of Faculty Served: All faculty

☒ Staff   Number of Staff Served: Most staff on campus

☒ Managers   Number of Managers Served: Most managers on campus

Measures of Effectiveness/Customer Satisfaction?
- What type of data did you use to measure customer satisfaction? Provide your analysis of the data.
  - Students, both current and prospective, who visit the Answer Center are given the opportunity to fill out a short customer service survey. The number of surveys submitted is not very high as it is voluntary, but for those that do take the time to fill it out, the satisfaction rate is about 95% highly satisfactory.

- What type of data did you use to measure departmental accomplishments? Provide your analysis of the data

N/A

Measures of Efficiency/Productivity
- What type of data did you use to measure improvements in efficiency and productivity? Focus on:
  - Time
  - Personnel
  - Other Resources
- Within the last few years, the Enrollment Center, in collaboration with the Financial Aid Office, developed a new Drop for Non Payment (DFNP) process that improved efficiency and helped students to remain in their classes while their financial aid files were being processed. Historically with each drop period, we would drop up to 50% of registered students with unpaid fees and with the new DFNP process, that number has been reduced to less than 10%.

Review of Budget/Expenditures
Provide a breakdown of your allocated budget and actual expenditures
(Please summarize here and provide excel spreadsheet of your budget as an attachment)

The budget for the Enrollment Center, which includes the Answer Center and Call Center areas, in my opinion is adequately funded both in staffing and supplies/equipment, except for a minor deficiency in the Veteran's area which I feel could utilize additional hourly funding which I will be requesting from Equity. To augment our General Fund allocation for salaries and general operating expenses, we were fortunate enough to have the support of the Administration to fund the AC/CC which has greatly enhanced the service we can

provide to the students and community in general. Additionally, with the generous support from SSSP funds, we were able to fund two full-time evaluators as well as 4-6, 160 hourly to support transcript evaluation and course articulation. SSSP has also provided funding to implement the newly launched "Ask MyGWC", which is a 24/7 knowledge base online service for students, faculty, staff and the general public. Our hope is, this will provide around the clock access to information to our constituents and also help us to understand the needs of our students and what is relevant to them.

PROGRAM PLANNING

Based on your analysis of previous program review and current data/information:
- What does your program want to accomplish in the next three years?
  - The next three years will bring many changes to our area, from a new Student Services building allowing for increased collaboration between student service departments, to advancements in technology on campus as well as the introduction of mobile technology.
  - Implement EDI transcript technology both sending and receiving.
  - Automate the admissions processes to get students their ID number and username within three hours of submitting the application.
  - Upgrade to Banner XE
  - In conjunction with the financial aid office and District IT, implement the Banner financial aid module

- What areas does your program plan to improve?
  - Timely, relevant communication to students using current technology.
  - Improve customer service both in person and through the use of technology.
  - New technology platforms/software
- What specific actions will you take to improve upon those areas?
  - Implementation of mobile technology when available with new software applications. The district is currently working on upgrading to the latest version of Luminis (5), which is the platform the MySites work on. The lastest version will utilize Dynamic Graphic Text Resizing which will adjust the text and resolution when students and/or staff are accessing the MySite from their mobile device.
  - "Ask MyGWC - a 24/7 online knowledge base system that can respond to potential applicants, community members and current students' questions.
  - Text messaging – Communication with students regarding information relevant to them delivered in a timely manner through a media in which they prefer.
  - Mobile Photo ID cart
  - Utilize Banner Workflow

- How will you assess whether your program has accomplished those goals?
  - Online reports
  - Customer satisfaction surveys
  - New technology implemented

RESOURCE ALLOCATION

In order to accomplish those goals, what resources do you need? You will need to fill out the resource request forms and include them with your Program Review Report. [Link to resource request form.](#)

- o Staffing
- o Facilities
- o Technology
- o Equipment
- o Funding for Professional Development