

# Program Efficacy Report Spring 2019—Conditional Reporting (from Spring 2018 efficacy review)

**Name of Department:** Admissions & Records

**Efficacy Team:** Paula Ferri-Milligan, Carol Jones, Sandra Moore

**Overall Recommendation:**

Continuation       Conditional       Probation

**Rationale for Overall Recommendation:**

The Admissions & Records Office provides crucial services for students. The department shows a service pattern that meets the students' needs. The department makes communication a priority--with students, staff, the community, faculty, and administrators. The department impacts the culture and climate of the campus by supporting on campus organizations. The department promotes currency in their areas by ensuring that staff is able to participate in professional development activities. For example, the entire department attends the annual A & R Region Workshop, sends a team to the California Association of Community College Registrar and Admissions Officers conference annually, evaluators attend the Annual Region 9 Evaluators meeting and College Source Conference, and various members attend the CSEA conference. The department defines and measures satisfaction and productivity through concurrent enrollment, late add petition, and number of readmission by status, and degrees and certificates earned. The department provides a brief analysis of the data in these areas. The department cites two challenges--lack of staff and front counter working conditions. In each case, the department proposes solutions. The department meets the criteria in that they have evaluated the physical environment and presents evidence to support the evaluation.

The team has identified areas that the department needs to address:

Because this office is central to students and the services they receive across the campus, limiting the analysis to only graduation data is not sufficient. The department does state that it will work with TESS in order to develop a way to track student data. This will allow the department to identify student needs and help in future planning--needs assessment--staffing, etc.

An analysis of the fluctuations in the service success data is needed in order to guide the department in its planning.

The SAO data collection is out of date. The department states that it has "not been consistent with collecting data or distributing student surveys." The previous efficacy report stated that the department had "yet to strike upon the service area outcome to describe their commitment to student services." Although there are plans in place, the SAO issue is not resolved at this time. The department is working with the Dean of Research and Planning on the surveys, and it plans to collect data through the surveys on a more regularly basis. The department mentions that a survey will be in place by fall 2018. The department needs to establish a regular cycle for SAO evaluation.

The department does not address other services or productivity in other areas--status of department compared to departments at other colleges, time to respond to student requests, time to respond to complaints, employee satisfaction/staff morale surveys, etc. This type of data is important to consider in a service area that makes contact with all students. This would also guide the department in its needs requests for growth.

The EMP was updated from the previous efficacy report; however, the update occurred on the previous form, so required EMP information was not addressed--progress from last year's action plan and SAOs/SLOs/PLOs. The EMP needs to be updated and submitted to Institutional Research and Planning.

**Part I: Questions Related to Strategic Initiative: Increase Access**

	<b>Does Not Meet</b>	<b>Meets</b>	<b>Exceeds</b>
<b>Demographics</b>	The program <b><u>does not provide</u></b> an appropriate analysis regarding identified differences in the program's population compared to that of the general population.	The program <b><u>provides an analysis</u></b> of the demographic data and provides an interpretation in response to any identified variance.  The program <b><u>discusses the plans or activities</u></b> that are in place to recruit and retain underserved populations as appropriate.	In addition to the meets criteria, the program's analysis and plan <b><u>demonstrates a need</u></b> for increased resources.
<b>Pattern of Service</b>	The program's pattern of service is <b><u>not related to the needs of students.</u></b>	The <b><u>program provides</u></b> evidence that the pattern of service or instruction meets student needs.  The program <b><u>discusses the plans or activities</u></b> that are in place to meet a broad range of needs.	In addition to the meets criteria, the program <b><u>demonstrates that the pattern of service needs to be extended.</u></b>

**Does Not Meet**       **Meets**       **Exceeds**

**Efficacy Team Analysis and Feedback:**

**Demographics:** The department does not have a current tracking system for the students who are served, and uses graduation data to analyze against the campus demographics. The department reports graduation data to address demographics.

Because this office is central to students and the services they receive across the campus, limiting the analysis to only graduation data is not sufficient. The department does state that it will work with TESS in order to develop a way to track student data. This will allow the department to identify student needs and help in future planning--needs assessment--staffing, etc.

**Response:** The Admissions and Records office has implemented the SARS track to track student traffic in our office. It has been a slow process as we evaluated and reviewed another system that Financial Aid currently utilizes (Q-Less). Q-Less is an appointment based system that allows students to add themselves to a virtual line. Instead of spending valuable time waiting in line the student can add there self to the virtual line and they will be notified once they are next in line. We are still in the implementation process and trying to evaluated what works best for our office. The system cost 13,000 annual. I'm working with Ernesto Nery (Financial Director) to come up with a feasible amount for Admissions and Records to contribute.

In the meantime in order to move forward with tracking student traffic, we have temporarily implemented SARS track. This SARS track system requires the front counter staff to log the reason for the student visit. This is a manual process that requires them to toggle back and forth between two systems. Our goal is to add a tablet in the lobby to allow the students to login and list the reason for their visit.

We will have more fluent data in the upcoming years now that we have a system in place.

Below is a list of reason codes we use to track the students.

<b>Reason_Code</b>	<b>Reason_Desc</b>
PAYMENTS	Payments
REG HOLD	Registration Holds
STATUS	Status of Information
TRANS REQ	Transcript Request
ENROLL VERIF	Enrollment Verification
SUBMIT DOCS	Submit forms/documents
AB540	AB540
GRAD APP	Application for Graduation
ASB REFUND	ASB Refund
CRED BY EXAM	Credit BY Exam
FISCAL DISPUTE	Fiscal Dispute
CHANGE INFO	Change of Information
LATE ADD	Late Add Petition
MODIFY MAJOR	Modification of Major
OVERLAP CLASS	Overlapping of Classes
ACAD RENEWAL	Petition for Academic Renewal
ACAD EXCEPT	Petition for Academic Exception
READMISSION	Petition for Re-admission
PRE-REQ CHLLNG	Pre-requisite Challenge
RELEASE INFO	Release of Information
RESIDENCY	Residency
YOUTH EMER	Youth Emergency Card
TRANS EVAL	Transcript Evaluation

GEN INFO	General Information	
----------	---------------------	--

**Pattern of Service:** The department shows a service pattern that meets the needs of students. The department is open during the day--five days a week--and is open two evenings each week until 7:00--Tuesday and Wednesday--in order to accommodate evening students. The department offers additional hours during the first two weeks of classes--extending Monday through Thursday hours into the evening and opening on Saturday. During summer session when the campus is closed on Friday, the department remains open from 8-5:30. In addition, processes have been made available online for students (admission application, transcript request, enrollment verifications, and registration/payment), further accommodating student needs. The department also works closely with staff from local feeder high schools to offer offsite admissions and registration workshops.

**Part II: Questions Related to Strategic Initiative: Promote Student Success**

	<b>Does Not Meet</b>	<b>Meets</b>	<b>Exceeds</b>
<b>Data/Analysis demonstrating achievement of instructional or service success</b>	Program <b><u>does not provide an adequate analysis</u></b> of the data provided with respect to relevant program data.	Program <b><u>provides an analysis</u></b> of the data which indicates progress on departmental goals.	In addition to the meets criteria, the program <b><u>uses the achievement data</u></b> in concrete planning and <b><u>demonstrates</u></b> that it is prepared for growth.
<b>Service Area Outcomes and/or Student Learning Outcomes</b>	Program <b><u>has not demonstrated</u></b> that it is continuously assessing Service Area Outcomes (SAOs) and/or Student Learning Outcomes (SLOs) based on the plans of the program since their last program efficacy.  Evidence of data collection, evaluation, and reflection/feedback, and/or connection to area services is <b><u>missing or incomplete</u></b> .	Program <b><u>has demonstrated</u></b> that it has fully evaluated within a four-year cycle and is continuously assessing <u>all</u> Service Area Outcomes (SAOs) and/or Student Learning Outcomes (SLOs).	In addition to the meets criteria, the program <b><u>demonstrates that it has fully incorporated Service Area Outcomes (SAOs) and/or Student Learning Outcomes (SLOs) into its planning, made appropriate adjustments, and is prepared for growth</u></b> .

**Does Not Meet**       **Meets**       **Exceeds**

**Efficacy Team Analysis and Feedback:**

**Data/Analysis demonstrating achievement of instructional or service success:** The department presents data regarding degrees and certificates earned, number of readmission by

status, number of graduates, academic exception petitions, late add petitions, enrollment status (from EMP and included within the report). The department's narrative states the services that it offers, but it does not present an analysis of the data. An analysis of the fluctuations in the service success data is needed in order to guide the department in its planning. For example, the department cites in its action plan that it wants to reduce the number of late add petitions that are processed per term. This can only be accomplished through an analysis of the factors that are contributing to the high number.

**Response:** There are a number of factors that contributes to the increase or fluctuation in late add petitions.

1. Unfortunately faculty not checking their rosters regularly to ensure that students who are attending the course are official registered into the course.
2. Add code issues, when add codes do not work this also results in an increase in late add petitions.
3. Outstanding student holds/blocks, student must complete pre-requisite clearances, complete the matriculation process, etc.

It is imperative that students see a counselors when they first matriculate to the campus, seeing a counselor allows student to discuss wish courses they are interested in taking and whether they (the student) satisfies all the requirements to enroll in the course.

It is also imperative that faculty check their rosters. Once classes begin its very necessary for faculty to run and check their rosters for the first couple of weeks of the class to make sure students are not participating in the course without being official enrolled in the course.

The add process is listed in the faculty handbook, student handbook, and on the website. I attend the adjunct faculty orientation to ensure I communicate the importance of clearing rosters by census and checking for students that have not official enrolled.

**Services Area Outcomes and/or Student Learning Outcomes:** The department identifies one SAO. Data is collected through student surveys although the department states that the collection of data through the surveys has not been consistent. The overall rating for the online add/drop process was 98% and 90% of students surveyed have logged on to their student email account. The department provides an analysis of the low (47%) rating of students who said that they know and understand how to order transcripts. It is planning to communicate with students about the processes more often through Facebook and Instagram.

The SAO data collection is out of date. The department states that it has "not been consistent with collecting data or distributing student surveys." The previous efficacy report stated that the department had "yet to strike upon the service area outcome to describe their commitment to student services." Although there are plans in place, the SAO issue is not resolved at this time.

The department is working with the Dean of Research and Planning on the surveys, and it plans to collect data through the surveys on a more regularly basis. The department mentions that a survey will be in place by fall 2018. The department needs to establish a regular cycle for SAO evaluation.

**Response:** In conjunction with the SBVC Research department we have developed a short survey that will be available online and in person. Our main goal and outreach time for students to complete the surveys will be during priority registration period. This is the time of year where we have the most consist foot track in our office and online. The survey will be available online April 1<sup>st</sup> for summer 2019/fall 2019 registration that will begin April 15<sup>th</sup>.

**Part III: Questions Related to Strategic Initiative: Improve Communication, Culture & Climate**

	<b>Does Not Meet</b>	<b>Meets</b>	<b>Exceeds</b>
<b>Communication</b>	The program <b>does not identify</b> data that demonstrates communication with college and community.	The program <b>identifies</b> data that demonstrates communication with college and community.	In addition to the meets criteria, the program <b>describes</b> plans for extending communication with college and community and provides data or research that <b>demonstrates</b> the need for additional resources.
<b>Culture &amp; Climate</b>	The program <b>does not identify</b> its impact on culture and climate or the plans are not supported by the data and information provided.	The program <b>identifies and describes</b> its impact on culture and climate. Program <b>addresses</b> how this impacts planning.	In addition to the meets criteria, the program provides data or research that <b>demonstrates</b> the need for additional resources.

Does Not Meet       Meets       Exceeds

**Efficacy Team Analysis and Feedback:**

**Communication:** The department indicates the ways that it communicates with other college departments, area high schools, faculty, and current students. The department is represented at Student Service and Instructional Joint Cabinet meeting, among other campus meetings, and through those interactions, the department solicits feedback/input from other programs in order to identify its impact to the campus. It meets with high schools from San Bernardino, Rialto, and Colton school districts. It communicates admission and records process to faculty. And it communicates with current students through emails.

**Culture & Climate:** The department impacts the culture and climate of the campus by supporting on campus organizations and staff fundraisers--Latino Faculty and Staff. Administrator Association, Black Faculty and Staff--and participating in campus events--New Student Welcome Day, High School Senior Day, Welcome Back Week, etc. External and internal partnerships as cited--local unified school districts, Sheriff's Academy, Amazon, County Housing Authority, Valley Bound, First-Year Experience, Student Athletes, STAR, etc. The department plans to continue to participate in campus outreach and in-reach programs.

**IV: Questions Related to Strategic Initiative: Maintain Leadership & Promote Professional Development**

	<b>Does Not Meet</b>	<b>Meets</b>	<b>Exceeds</b>
<b>Professional Development</b>	The program <b>does not identify</b> currency in professional development activities.	Program <b>identifies current avenues</b> for professional development.	In addition to the meets criteria, the program shows that professional development has <b>impacted/expanded</b> the program and <b>demonstrates</b> that the program is positioning itself for growth.

Does Not Meet       Meets       Exceeds

**Efficacy Team Analysis and Feedback:**

The entire department attends the annual A & R Region Workshop, sends a team to the California Association of Community College Registrar and Admissions Officers conference annually, evaluators attend the Annual Region 9 Evaluators meeting and College Source Conference, and various members

attend the CSEA conference. Other professional organizations that were cited by the department include CACCRAO, Black Faculty and Staff Association, Latino Faculty and Staff Association, Administrator Association, CSEA, Classified Senate, Veteran organizations. The department collaborated with two other colleges and presented at the Veteran Summit.

**V: Questions Related to Strategic Initiative: Effective Evaluation & Accountability**

	<b>Does Not Meet</b>	<b>Meets</b>	<b>Exceeds</b>
<b>Mission/ Statement of Purpose</b>	The program <b>does not have</b> a mission/ statement of purpose, or it <b>does not clearly link</b> with the institutional mission.	The program <b>has</b> a mission/statement of purpose, and it <b>links</b> clearly with the institutional mission.	
<b>Productivity</b>	The data <b>does not show</b> an acceptable level of productivity for the program, or the issue of productivity is not adequately addressed.	The data <b>shows</b> the program is productive at an acceptable level.	The program demonstrates that it is highly productive and is positioning itself for growth.
<b>Relevance, Currency, Articulation</b>	The program <b>does not provide</b> evidence that it is relevant, current, and that courses articulate with CSU/UC, if appropriate.  <u>Out of date course(s) that were not launched into Curricunet by Oct. 1, 2017 may result in an overall recommendation no higher than Conditional.</u>	The program <b>provides</b> evidence that the curriculum review process is up to date. Courses are relevant and current to the mission of the program.  Appropriate courses <b>have been articulated</b> or transfer with UC/CSU, or <b>plans are in place</b> to articulate appropriate courses.	In addition to the meets criteria, the program <b>discusses plans</b> to enhance current offerings that link to student/community needs and positions the program for growth.
<b>Challenges</b>	The program <b>does not incorporate</b> weaknesses and challenges into planning.	The program <b>incorporates</b> weaknesses and challenges into planning.	The program <b>incorporates</b> weaknesses and challenges into planning that demonstrate the need for expansion.

Does Not Meet       Meets       Exceeds

**Efficacy Team Analysis and Feedback:**

**Mission:** The mission addresses the college mission by providing services to a diverse community of learners that assist in the preparation of students to achieve their educational goals.

**Productivity:** The department defines and measures satisfaction and productivity through concurrent enrollment, late add petition, and number of readmission by status, and degrees and certificates earned. The department provides a brief analysis of the data in these areas.

The department does not address other services or productivity in other areas--status of department compared to departments at other colleges, time to respond to student requests, time to respond to complaints, employee satisfaction/staff morale surveys, etc. This type of data is important to consider in a service area that makes contact with all students. This would also guide the department in its needs requests for growth.

**Relevance, Currency, Articulation:** The only area here that is applicable is currency. The department states that the catalog is accurate for Admissions & Records information. It reviews the catalog in order to make any necessary updates.

**Challenges:** The department cites two challenges--lack of staff and front counter working conditions. In each case, the department proposes solutions. The lack of staffing relates directly to the concurrent enrollment processes. The department is working on streamlining this process so staff is not pulled away from other duties in order to accommodate the concurrent enrollment students. The department also has a safety concern at the front counter--people reaching over the counter to take money and health problems of staff because of counter height. The department had the District Ergonomic team that has assisted with beginning to solve the health issues. The department is also requiring staff to “drop” money more often so that possible cash theft by the public is minimized. The security issue is important and should continue to be addressed in future plans/goals.

**VI: Questions Related to Strategic Initiative: Provide Exceptional Facilities**

	<b>Does Not Meet</b>	<b>Meets</b>	<b>Exceeds</b>
<b>Facilities</b>	The program <b>does not provide an evaluation</b> that addresses the sustainability of the physical environment for its programs.	Program <b>provides an evaluation</b> of the physical environment for its programs and <b>presents evidence</b> to support the evaluation.	In addition to the meets criteria, the program has <b>developed a plan</b> for obtaining or utilizing additional facilities for program growth.

Does Not Meet       Meets       Exceeds

**Efficacy Team Analysis and Feedback:**

The department meets the criteria in that they have evaluated the physical environment and presents evidence to support the evaluation. The department discusses the use of technology--the evaluation webpage being updated to facilitate the increase in Nursing student applicants. Although transcripts can be ordered online, they are still processed by hand in the office. The department is planning to partner with Credential solutions on their “transcript send feature.” The department is continuing to make changes to its lobby in the attempt to make it less “confusing” for students. Although there are no plans to make structural changes, the department is researching the Q-Less system that “allows customers to wait in a virtual line rather than a physical line.”



## VII: Previous Does Not Meets Categories

**Does Not Meet**     
  Meets     
  Exceeds

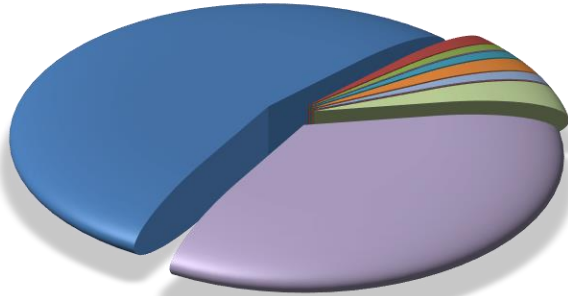
### Efficacy Team Analysis and Feedback:

The previous efficacy report stated that the department had “yet to strike upon the service area outcome to describe their commitment to student services.” The department is currently working with the Dean of Research and Planning to “address these concerns in the near future.” The department mentions that a survey will be in place by fall 2018. Although there are plans in place, the SAO issue is not resolved at this time.

**Response:** Although we have yet to strike upon service area outcomes. Our department is committed to student services. The number of applications we process yearly, the number of student we graduate yearly. We make sure priority dates are available early to students so students can plan accordingly. We communicate with faculty regarding drop deadlines and grade submission deadlines as we are aware of the importance of submitting grades on time for students receiving financial aid, transferring to other institution or graduating from SBVC with an Associate or Certificate. Automated emails are generated and sent to students once we download the admissions application and check for error. In addition, prior to the District removing the drop for nonpayment fee policy Admissions and Records would drop students daily that had not paid their fees. We have submitted an updated proposed nonpayment fee policy to the Enrollment management committee in anticipation that we will begin dropping students again one day. Lastly, we have developed an online survey in conjunction with the research department that will be available on the admissions and records webpage by April 1<sup>st</sup>. Below is a list of some of the services we provide and maintain amounts for:

Service	Number
Transcripts	7855
Enrollment Verifications	220
Late Adds (Approved)	145
Late Adds (Denied)	21
Certificates	154
Degrees	283
Exceptions	184
BOGS	6
Grad. Apps. Evaluated	496
Holds Removed	5167

# FALL 2018



- Transcripts
- Enrollment Verifications
- Late Adds (Approved)
- Late Adds (Denied)
- Certificates
- Degrees
- Exceptions
- BOGS
- Grad. Apps. Evaluated
- Holds Removed