

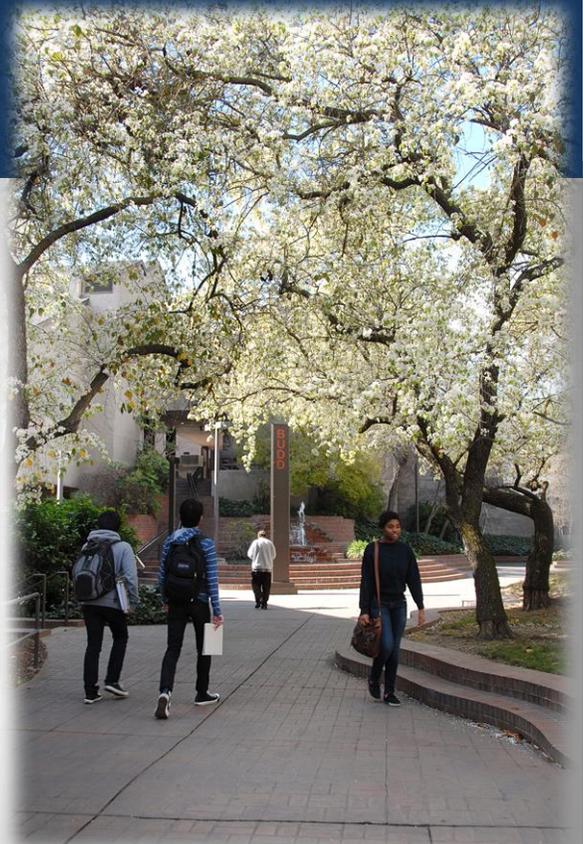


# Admissions & Records

Program Review, 2013-2014  
San Joaquin Delta College

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Amy Courtright, Director  
Karen Sea, Registrar



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**Unit Profile**

***Enter unit details such as name of the unit, academic year of 2013-2014, manager, and staff members and positions.***

***Admissions & Records Staff Members and Positions:***

Staff Name: Courtright, Amy  
Staff Position: Director

Staff Name: Marlin-Sea, Karen  
Staff Position: Registrar

Staff Name: Takahashi, Edna  
Staff Position: Admissions & Records Assistant IV

Staff Name: Mani, Tina  
Staff Position: Admissions & Records Assistant III

Staff Name: Bayne, David  
Staff Position: Admissions & Records Assistant III

Staff Name: Powell, Samantha  
Staff Position: Admissions & Records Assistant II

Staff Name: Fukano, Jennifer  
Staff Position: Admissions & Records Assistant II

Staff Name: Sotelo, Toni  
Staff Position: Admissions & Records Assistant II

Staff Name: Ortiz, Ana Maria  
Staff Position: Admissions & Records Assistant II

Staff Name: Edens, Linda  
Staff Position: Admissions & Records Assistant II

Staff Name: Perez, Judy  
Staff Position: Admissions & Records Assistant I

Staff Name: Ly, Suzanne  
Staff Position: Admissions & Records Assistant I/Student Program Assistant

Staff Name: Sao, Tacoma  
Staff Position: Student Program Assistant

Staff Name: Ochoa, Jovita  
Staff Position: Student Program Assistant

Staff Name: Williams, Marie  
Staff Position: Administrative Assistant I

Staff Name: Black, Melissa  
Staff Position: International Student Program Specialist

Staff Name: Loera, Frankie  
Staff Position: Office Assistant

Staff Name: Khan, Zainab  
Staff Position: Office Assistant

**Unit Overview**

***Enter background information about the unit including an introductory statement, mission statement (if applicable), historical background and functions.***

***Introduction***

The Admissions and Records Department, (hereinafter referred to as A&R Department) has a number of distinct functions that are not encapsulated by the current department title.

Admissions and Records is actually comprised of several specific units with different functional roles. These units are:

1. Admissions
2. Residency
3. Registration
4. Records
  - a. Transcripts
  - b. Petitions
  - c. Subpoenas
  - d. Document Management
  - e. Confidentiality of Student Records
5. Evaluations
6. Roster and Faculty Support
7. MIS, Student Data
8. Academic and Progress Dismissals
9. Collection of Fees
10. Commencement Ceremony
11. Virtual Campus
12. Student Follow-up
13. International Student Program
14. Campus Operators
15. Information Desk

The A&R Department is located organizationally within the Enrollment Services and Student Development (ESSD) division. The Director of Admissions and Records reports directly to the Dean of Enrollment Services and Student Development. Organizational units within the department include: Admissions, Registration, Student Records, Evaluations, the International Student Program, Campus Operators and Information Desk.

The A&R Department is located in the DeRicco Student Services Building. During regular office hours, students are served on a walk-in basis in the lobby area, by appointment for resolution of specific issues, by telephone through the automated phone menu system, by voicemail, by e-mail addresses provided on the College's web site, and by Live Support. The A&R service windows are open Monday and Thursday, 9:00 a.m. to 7:00 p.m., Tuesday and Wednesday 9:00 a.m. to 4:00 p.m.

The primary services provided by the A&R Department are admissions, records, and registration assistance to students and faculty. Nearly 70% of the department's functions are provided outside the customer service arena. These "behind the scenes" services include processing of payments, online applications, registration, petitions, transcripts, evaluations, document imaging, faculty support, etc.

Because timely processing of service documents is so critical to the smooth operation of the department and to the coordination of services with other areas of the College, deadlines are carefully established and strictly met. The use of peak time, permanent intermittent employees has ensured the department's capability of meeting these deadlines. However, with the loss of full-time staff in the last few years, deadlines have, of necessity, been adjusted accordingly. For example, applications for admission are no longer uploaded within one business day from submission. They are now uploaded within 3 to 5 business days after submission. Similarly, Instructor Add Memorandum forms are processed within 48-72 hours of receipt, rather than the previous 24 hour turnaround.

One of the areas which is most significantly affected by the loss of full-time personnel is the ability to document image and electronically store student data which is used by other departments such as Counseling, Financial Aid, DSPS, EOPS, Health Science and some Division offices.

### ***Mission Statement***

The mission of the Admissions and Records Department is to facilitate student access to the educational opportunities offered by San Joaquin Delta Community College through comprehensive enrollment services and to assist and serve faculty in support of institutional goals and objectives. The support of these goals is provided through state-of-the-art technology and high-quality service that is delivered in a timely and effective manner.

### ***Historical Background***

Every California community college has an organizational unit that provides access for students with regard to admission to the college, enrollment, collection of fees, access to student records, and eligibility for degrees and certificates. At San Joaquin Delta College, the primary organizational unit for providing these services is the A&R Department. In addition, the A&R Department is responsible for the systematic collection, processing, and input of student registration and record information in the student information system (System 2020). The information entered into System 2020 is reflected in the College's MIS data which is submitted to the Chancellor's Office, and from which the apportionment of the college is derived.

Additionally, the department as well as the entire College is responsible for ensuring the protection of student records and guarding the confidentiality of all student data.

In Spring 2004, the A&R Department assumed responsibility for the timely collection and posting of electronically submitted census, positive attendance, and grade rosters in support of apportionment accounting handled by the Instruction Office. The A&R Department also provides assistance and training to faculty in the use of the electronic roster system and other enrollment and apportionment related problems.

### ***Functions***

#### **Function: Admissions**

**Discussion:** The Student Success and Support Program was designed to increase California Community College student access and success through the provision of core matriculation services, including assessment/placement, orientation, counseling, and other education

planning services, with the goal of providing students with the support services necessary to assist them in achieving their education goal and identified course of study.

The Application for Admission is the first step in this process and online applications are accepted on a 24/7 basis. The application is also available in Spanish and the College offers an International Student application as well.

Once a student's application has been processed they are welcomed to the college via email and advised of any limitations on enrollment (e.g. limitation of 11 units for College Early Start students). Students are provided with information on how to retrieve their student identification number, student e-mail address, and a document that provides information and web-links to assessment, counseling/orientation, financial aid, and registration.

### **Function: Residency**

**Discussion:** Residency classification is determined at the time the application for admission is processed. Students are notified via their student e-mail address if they have been categorized as a non-resident and provided with the procedure and a list of recommended documents to support the request for residency reclassification. As prescribed by Ed. Code, within 14 days of receipt of the petition for residency reclassification, the student's petition is either granted or denied or additional information is requested. Thereafter, a student whose reclassification petition has been denied may appeal the decision to the Director of Admissions and Records.

Fee adjustments, resulting from residency reclassification, are processed by the A&R Department who work closely with the Financial Aid Office to ensure that residency changes are reflected in all applicable financial aid records for award consideration. Residency reclassification petitions are tracked via a database that provides up-to-date information about individual petitions and outcomes analysis.

All correspondence, except appeals of denial of residency classification, is sent to the student's e-mail address. All residency documentation is document imaged with the highest security so that only authorized personnel can access these documents.

### **Function: Registration**

**Discussion:** Students must be officially enrolled in classes for the College to collect apportionment funds from the State of California. The process for registering students resides within the A&R Department. Registration services are offered via the Internet during established registration cycles and at other times throughout the academic year. During regular business hours, registration operators provide assistance to students experiencing difficulty with registration.

### **Function: Transcripts**

**Discussion:** Requests for official transcripts initiated by students, other schools, and employers are processed by the A&R Department. Transcripts may be requested by mail, in person, or via the Internet. Delta College has contracted with the Student Clearinghouse to accept online transcript requests. The Clearinghouse provides process tracking capability and student

notification and is a free service to the District, transcripts that are requested online are processed the following day.

Pre-83 records are archived so must be printed by using a microfiche machine or by photocopying the original hard-copy transcript. Processing times for transcripts, not including pre-83 transcripts, is generally one to three days. Pre-83 records are sent out within a week.

In October of 2011, the Governor signed AB 1056 that creates an incentive for community colleges to convert to electronic transcripts by December 2012. AB 1056 expedites the process of converting from paper-based transcripts to an electronic-based system by leveraging one-time external funding to support initial start-up costs. The A&R Department has had, for the past two years, implementation of Credentials, Inc. and E-Trans on its programming list.

### **Function: Evaluations**

**Discussion:** The A&R Department is responsible for evaluating official transcripts from other colleges and universities for the purpose of determining the transferability of courses to Delta College or course prerequisite requirements. In addition to certificate and degree evaluations, the Evaluations personnel also process General Education and IGETC certifications. Delta College has been in the top ten institutions in the State for number of degrees awarded for several years and nationally recognized for the number of AA/AS degrees awarded and nationally for the number of AA/AS degrees awarded to minority students.

Recently, following a reclassification of Department personnel, additional assistance has been provided to this area of the department. In past semesters, completion of evaluations lagged as much as four or five months behind. The addition of personnel to this aspect of department operations and other re-engineering of procedures has resulted in a significant decrease in lag time.

Recent improvements include development and implementation of an online application for certificates and degrees. This has allowed the ability to download application information into the database saving hours of manual data input. Five different databases were recently redesigned and compressed into one database for tracking of all evaluation types. And an online confirmation of participation in the commencement ceremony was also implemented. All of these improvements have cut down on paperwork and time involved in tracking of student records.

Since the Summer 2011, transcripts from other colleges are now evaluated upon receipt in the department. The student is then provided, in a timely manner, with a list of all courses accepted to Delta College. This has assisted significantly in decreasing the number of students needing assistance during registration as well as providing counselors with up-to-date information for assistance in course and goal completion planning. Eventually, it is hoped that the Evaluations component of the Department will be responsible for evaluating transcripts from other colleges upon receipt and evaluations for degrees, certificates, and certifications, leaving "in progress" evaluations to the counseling staff.

**Function: Petitions**

**Discussion:** There are a number of non-registration related petitions that are handled within the A&R Department. These fall into the category of General Petitions, Credit by Exam Petitions, AP/IB/CLEP Credit Petitions, 2+2 Articulation Petitions, and Petitions for Change to Academic Record.

General petitions are used for requests for which a specific petition is not needed. Requests for changes in priority for registration, removal or correction of application information, etc. are initiated by the student on a General Petition.

Petitions for Change to Academic Record are also student-initiated requests. These petitions are sent to the instructor of record who provides last date of attendance, answers questions concerning attendance formulas, and is provided an area for comment. The petition is then granted or denied based on this information. Recent changes in college policy limited the period of time a student can submit a request for grade change to 12 months after a grade is posted.

A database is maintained to track all petitions. Completed petitions become part of the student's permanent record and are maintained in the document imaging system.

A new procedure was initiated in September 2011 whereby petitions are e-mailed as a PDF to instructors for their response. They are not required to print it out; they can simply respond to the cover e-mail with the requested information. This new process may improve turn-around time for processing of petitions.

The department is currently evaluating the student notification process in order to increase efficiency and improve response time. At this time the notification process is being piloted with the Course Repeat Petitions being emailed directly to the student from the petition database.

**Function: Rosters and Faculty Support**

**Discussion:** All rosters (drop, wait list, census, positive attendance, and grade) are submitted electronically by instructors and tracked by the A&R Department. Faculty are advised of submission deadlines and assisted with registration and roster support by A&R Department personnel. The Manual for Student Attendance and Grade Reporting is an online document that is also linked to the electronic roster system.

At the end of each semester, faculty submits an auditor-approved Roster Certification form that declares that all electronic rosters and petitions were submitted by the faculty member. This form is printed, signed and submitted to the A&R Department, along with any Academic Grade Change forms and Incomplete Grade Assignment forms.

Academic Grade Change forms are completed at the time the grade roster is submitted. However, the grade itself is not changed until the signed hard-copy of the Academic Grade Change form is received. This ensures submission of required documents to support changes to the student record in compliance with audit requirements.

To assign an Incomplete Grade faculty must now complete the Assignment of Incomplete Grade in hard copy format. Once the grade is changed, the faculty member and the student are provided with a copy of the form. This form constitutes a contract between the faculty member

and the student and clearly delineates the work that must be completed in order for a passing grade to be received.

The ability for students to get on a wait list after the term has begun to significantly reduced the use of Instructor Add Memorandums for adding students. This process is very popular with faculty and requires no paperwork. The add is "instantaneous" with the student appearing immediately on the class roster. Faculty has access to their wait lists once registration begins. Recently, faculty requested access to wait lists before the beginning of the term. This is particularly true for online instructors who wish to add their entire wait list and then send out a notification to students about class requirements and getting started. Faculty is allowed to move their wait lists to full enrollment during the registration period.

The tracking system for ensuring that all rosters have been submitted in a timely manner is currently being re-engineered to be database driven and to change the notification process from a hard-copy to an e-mail.

Faculty has, for several years, requested a single sign-on for roster access and with the update to System 2020 this is now possible.

#### **Function: MIS Student Data**

**Discussion:** By far, the majority of MIS data submitted to the Chancellor's Office for computation of apportionment funding, research, and student records is produced and managed by the A&R Department. Information Services runs the actual MIS reports, but edits for the areas under A&R Department responsibility are provided to the Department for correction.

Processes and procedures have been developed to ensure the accuracy of MIS data. For example, students admitted under the age of 18 are required to provide proof of graduation within one semester of enrolling at the college. College Early Start students are also required to provide proof of graduation or apply for admission again to update their student records. This has significantly improved the accuracy of the information provided to the Chancellor's Office.

Recent changes in education code and Title 5 continue to impact MIS reporting. New data elements have been added that now require additional follow up and information to be collected from students. The Registrar works closely with the Instruction Office, special programs such as MESA, MCHS, SECA, AFFIRM and PUENTE to collect and report this data.

#### **Function: Academic and Progress Dismissal**

**Discussion:** Notification of academic and progress probation placement and dismissal are handled by the A&R Department. This process is started once grades have been finalized at the end of the semester. Notifications are sent to the student e-mail address. The e-mail notifications for probation are under signature of the counseling department, and students are referred to the counseling department for counseling intervention.

Notifications of dismissal for failure to make satisfactory academic progress or course completion progress are also sent from the A&R Department. The process for requesting an appeal is also provided. Appeals for academic and progress dismissal are reviewed by the Director of Admissions and Records.

Notifications are also sent to students who have been released from academic or progress probation. These notifications are sent to the student's e-mail address at the end of each term, including summer.

There has been some debate between the counseling faculty and the A&R Department concerning the Probation Program--specifically, the counseling faculty want a hold placed on student's records prohibiting registration until the student has complied with a prescriptive measure, for example, attending a workshop or seeing a counselor. Further, Title V, Sections 59410 and 58108, and AP 5035 and AP 5052 address authority for withholding registration privileges--none of which include probation status.

### **Function: Document Management**

**Discussion:** Most of the documents related to student records handled by the A&R Department are classified as Class 1 or permanent records. These records are stored in WebXtender, our document imaging system. Up to 100,000 documents per year are scanned into A&R folders.

Documents can be shared with other departments. For example, student evaluations are shared with the counseling staff. However, other documents, such as residency information, are given higher security so that only authorized personnel can view them.

### **Function: Confidentiality of Student Records**

**Discussion:** Maintaining the confidentiality of student records is the responsibility of every College employee. Board Policy and Education Code define the conditions under which student records can be accessed, who can access them, and how to challenge records contained therein. Because the A&R Department is responsible for the majority of data in the student information system, the primary responsibility for maintaining the confidentiality of student records is assumed by the A&R Department.

### **Function: Collection of Fees**

**Discussion:** The "pay to stay" procedure was implemented in 2011 and requires a student to either pay his or her fees or have a Board of Governor's Fee Waiver or FAFSA on file with the College within 10 days of registration. If not, the student is dropped from classes. This procedure has been highly effective in reducing the college's accounts receivable. Requests for refund of fees are reviewed and approved or denied by the A&R Department. Refunds are processed by Fiscal Services and dispersed via Higher One.

### **Function: Commencement Ceremony**

**Discussion:** The annual commencement ceremony is coordinated by the Assistant Superintendent/Vice President of Student Services Office. The evaluations component of the A&R Department is responsible for determining a student's eligibility for participation in graduation, providing graduate information to College personnel and vendors in preparation for the ceremony, and informing the student of the commencement procedures. An online application for degree or certificate was implemented in Fall of 2011. Once completed, degrees

and certificates are requested from the Print Shop and distributed to qualified students. Confirmation of participation in the commencement ceremony was also moved from a paper-pencil process to an online process. This allows students the ability to confirm participation 24/7 from anywhere with Internet access.

### **Function: Subpoenas**

**Discussion:** Requests for information under the freedom of information act are handled by the Research and Planning Department. Requests for employee records are handled by the Human Resource Department and subpoenas for student records are handled by the A&R Department.

After a subpoena has been received, the student is notified and the standard fee received, the student information is provided, generally by official transcript, to the subpoenaing party within 15 days of receipt. On occasion, the records are required to be presented in person to the court. When required, the Registrar appears in court as the Records Custodian.

### **Function: Virtual Campus**

**Discussion:** The A&R Department has endeavored to ensure that the same services are available online for students as those that are available in person. In fact, the focus of process development has been on internet access to ensure that students can request service from anywhere at any time. Live Help is an example of service that is provided twenty-four hours per day. If a person is not available to answer the Live Help Chat Line, then the inquiry becomes an e-mail that can be answered when time allows. Other than the payment of fees by cash, check or money order, and the re-set of passwords, all other services provided by the A&R Department are available through the virtual campus.

However, the A&R Department webpages are extensive and, at times, difficult to navigate. In addition, the Student Portal, which was designed to provide all A&R information in one place has not been successful, thus has been discontinued. The A&R staff was unable to update, add, or delete information in the Portal and no one on campus is assigned to the maintenance and development of the portal. It was determined that a web-based password recovery program was needed for virtual campus services as well as to allow students to re-set their passwords without having to go to the A&R Department Service windows; this programming request is still pending. Development on the Student Portal was stopped for implementation of MUNIS and Quali Financials.

### **Function: Student Follow Up**

**Discussion:** The A&R Department, along with Counseling and Financial Aid, receive the most phone call requests for services at that College. For that reason, the Campus Operator position was assigned to the A&R Department in 2009. Prior to 2009, the A&R Department had access to the telephone menu system so that information and call mapping could be changed. Following a change in service vendors and an upgrade to the menu system, access to the menu became no longer available. As a result, some information is outdated and new menus and transfer needs are not being met.

**Function: International Student Program**

**Discussion:** The International Student Program offers a variety of programs and services specifically designed for incoming international students and services are coordinated by a Student Program Specialist. The International Student Program office offers personalized, individual assistance as well as referrals to other campus support services, including computer labs, library, free tutoring, bookstore, cafeteria, and a variety of student clubs and activities. Students are also provided with an opportunity to attend an International Student Orientation, which familiarizes them with campus life, student services and exposure to intercultural activities both on and off campus.

**Function: Campus Operators**

**Discussion:** During the College's regular business hours, campus operators as a part of the Admissions & Records Department answer and direct incoming calls to the appropriate person, department or service provided on the campus. On an annual basis the operators field over 20,000 incoming calls in regards to all areas of the college.

**Function: Information Desk**

**Discussion:** The first point of contact that students have within the DeRicco Student Services is the Information Desk, which is staffed by part-time student workers. Information Desk staff are responsible for directing students and community members to the appropriate resources campus-wide.

**Operational Overview**

***Provide descriptions of the type of functions and services the unit performs.***

**Category: Budget**

**Discussion:** In 2009, the A&R Department lost four full-time staff resulting in a 38% reduction in staffing levels for the department. For the program review completed in 2011-2012 the staffing level was at 12.75 FTE, currently it is at 11.375.

In 2010, additional budget cuts were imposed on the department, and in 2011, a half-time A&R Assistant position was "frozen" and left vacant to achieve additional savings for the District. In addition, budgetary items outside of the control of the department continue to increase. (i.e. banking expenses).

The 38% reduction the A&R staff and budget have suffered represents a significantly higher percentage of reductions than was seen in other areas within and outside of the division. With the ever increasing number of students participating in the College Early Start Program due to the increased number of contracts with local high schools and the overwhelming increases in requests for services such as; transcripts, evaluations, petitions, verifications of enrollment, and live help, the loss of staff significantly affects the ability of the department in the direct provision of services to both students and staff.

The ongoing demands for services that are precipitated by the changes to Ed Code, Title IV, SEP, and SSSP affect the department's ability to provide the best customer service possible.

**Recommendation:**

That the entitlement for the vacant/frozen .5 A&R position be restored.

**Category: Budget**

**Discussion:** Currently the Information Desk operates with no set budget for staffing, technology needs or supplies. Supplies and technology needs are currently being supported via the Admissions & Records budget which puts an additional burden on an already strained budget.

**Recommendation:**

It is recommended that a separate Information Desk budget for staffing, technology needs and supplies be established under the department of Admissions & Records.

**Category: Facilities**

**Discussion:** All doors within the building are either opened by an electronic fob or by a key. The door to the service window area as well as the door leading to the Information Desk are also keyed. It would be extremely helpful to the staff to have both the doors to the service window area and Information Desk area fob activated instead of carrying additional keys to access areas of the building. Providing fob access would provide a higher level of safety and security for these areas which contain confidential student records. This has also been the recommendation of the consulting auditor when reviewing the department's cash handling procedures as well as the recommendation by District Police.

Finally, it was strongly recommended by the consulting auditor that panic buttons be installed at each service window and an additional camera be installed in the lobby area as soon as possible.

**Recommendation:**

Install fob access, panic buttons and an additional camera for added security in the service and lobby areas.

**Category: Personnel**

**Discussion:** The A&R Department currently reflects 11.375 FTE positions and is comprised of 2 managers, 9 full-time employees, and 5 part-time employees (1-.625 2-.50, 2-.25). and one vacant .25 position. There is one full-time International Student Program employee.

With the advent of the Student Equity Plan set forth by the Chancellor's Office of the State of CA, 2 additional positions will be added and funded by SEP. This will result in one additional .625 position and one .50 position, which will provide access related services to students and community members.

All staff employed within the Department are eligible to participate in staff development activities. A&R Department staff attends the annual California Association of Community College Registrars and Admissions Officers (CACCRAO) conferences as well as the Counselor Collaboration Conference, and CCCApply Annual Workshops. Delta College also provides internal staff development opportunities in the Professional Development Center and at the annual Classified Retreat sponsored by the Classified Senate. Staff are also encouraged to attend classes to improve their job skills and interpersonal relationship skills.

**Recommendation:**

- Re-evaluate the vacant .25 A&R Assistant I position.
- Reclassification of the A&R Assistant II positions that handle evaluations, registration assistance and are administrative users of the degree system.
- Reclassification of the Director's position be undertaken to determine if it is appropriately categorized or if adjustment is appropriate (this position was never fully vetted during the management class comp study).
- With the possible addition of Outreach Services to the Admissions & Records Department staffing levels will need to be evaluated to determine the proper staffing levels needed.

**Category: Technology**

**Discussion:** Utilization of cutting edge technology has significantly increased the availability and utilization of A&R services for both students and faculty. The A&R Department has worked to provide "virtual services" via the Internet to ensure that the same services are available for distance education students as for students attending classes on campus. Examples of virtual services include online application for admission, registration, transcript ordering, and fee

payments. Students can access and download forms, communicate with staff members via e-mail and Live Support, and have access to step-by-step instructions that cover the admissions through registration process.

The A&R Department has reviewed and reengineered all processes to ensure that they are performed in the most efficient and effective manner with a goal of decreasing processing time. Additional changes will be made as needed as part of the continuous improvement process.

Because of the importance of MIS data, and the fact that the majority of the MIS data reported to the Chancellor's Office resides within the A&R Department functions, the programming needs of the department are given a high priority as it often directly affects the District's apportionment funding. Upcoming changes in Education Code and Title V will result in the need for additional programming as well. The IT Department works closely with the A&R Department to ensure that programming needs are completed in a timely manner and in a priority process to ensure that Delta College continues to be in compliance with regulations.

#### IntelliResponse

Implementation will assist students with general questions about Delta College and increase efficiencies throughout the department. When today's students need information – on virtually any topic – their immediate inclination is to reach for their smartphone, tablet or laptop, and go online. Students expect to find instant, accurate answers to questions and Intelli-Response delivers fast, accurate answers to student's questions online, anytime of the day or night.

IntelliResponse will allow for information and questions to be easily accessed. It is recommended that "Kiosks" be placed in high traffic student areas (the library, Danner Hall, The Zone, DeRicco Student Services Lobby, administration building). These kiosks will allow for students to ask questions and get accurate information quickly to assist them in navigating the college.

#### Document Imaging

Most of the documents related to student records handled by the A&R Department are classified as Class 1 or permanent records. These records are stored in WebXtender, our document imaging system. Up to 100,000 documents per year are scanned into A&R folders and currently there is only a single machine in working order and previously there were two. Documents retained via this process are used by a number of offices on campus including; Counseling, Financial Aid, DSPS, EOPS, Health Science, and some Division offices.

#### **Recommendation:**

##### IntelliResponse

That the cost of the yearly maintenance fees be shared across the division as a whole or be considered an institutional expense.

##### Document Imaging

Funding for the purchase of a second document scanner.

**SWOT Analysis**

***SWOT stands for Strengths, Weaknesses, Opportunities, and Threats.***

***Identification of these areas can help units determine specific needs to improve.***

***Strengths***

- The A&R Department has reengineered a number of departmental processes such as the electronic sending/receiving of petitions, on-demand transcripts & verifications and online applications for degrees and certificates
- A&R department is responsive to the needs of individuals and persons with special needs and relevant constituencies.
- The A&R office establishes, maintains and promotes understanding and effective relations with those that have a significant interest in or potential effect on the students or other constituents served by the program and services.
- The A&R department collaborates, where appropriate, to assist in offering or improving programs and services to meet the needs of students and other constituents and to achieve program and student outcomes such as with the contract for services with the local high schools.

***Weaknesses***

- The ability to gather evidence through assessment to create strategies for improvement.
- Staffing levels that do not support the increases in student and faculty requests. This affects the department's ability to support its services to students and staff--many of which are mandated, direct support to students.
- The A&R Department has a number of pending programming requests that affect the technology used within the department to support its mission and goals such as; open CCCApply, electronic transcripts and the creation of a new student portal.
- The inability to convert to Open CCCApply cost the district approximately \$22,000 annually, half of which is covered by the Admissions & Records Department.

***Opportunities***

- To regularly review policies on all relevant operations, transactions and tasks which have possible legal implications.
- Opportunity to create surveys for internal and external constituents to provide feedback for improvement
- Implementation of the degree/certificate audit program will provide better and more comprehensive information to students and counselors without requiring the involvement of evaluators.

***Threats***

- The A&R Department budget continues to be eroded. This affects the department's ability to meet mandated services and support for students and staff and accomplish its mission and goals.
- There are several safety concerns with the current design of the services windows where cash is handled. The lack of fob accessed doors, panic buttons at service windows and additional security cameras leaves staff member vulnerable to the possibility of physical harm and leaves the district open to liability.

- Services and service requests continue to increase in spite of the decrease in the College's FTES.
- Currently there is no budget for staffing, technology needs, or supplies that are needed to support a fully operational Information Desk.

**Key Performance Indicators**

**Key performance indicators are data that reflect the unit's operational to performance and efficiencies. Identify the specific items that the unit tracks determine the unit is functioning properly and efficiently.**

**Applications for Admission** - Online applications received and processed for new and returning students.

- **Number of Students:** 28,923

**College Early Start - College Early Start Enrollment Forms** - Forms submitted by high school students seeking classes at Delta College. Must be approved by parent and high school principal or counselor. Limitation on enrollment - physical education classes, remedial classes, and units allowed.

College Early Start Enrollment Forms have increased by 27.41% since the last program review in 2011-2012. Forms have increased by 27.41% since the last program review in 2011-2012.

- **Number of Students:** 2,966

**Instructor Add Memorandum** - Scannable forms submitted by instructors to add students to classes. This is an alternative to Wait List electronic adds, and is needed for certain types of adds such as excessive "W"s, course repetition, etc.

- **Number of Students:** 6,503

**Transcripts** - Transcripts produced at student request to be sent to other colleges. EDI transcripts are sent to CSU Sacramento and Stanislaus. All others are hard copy.

Transcripts have increased by 2.98% since the last program review in 2011-2012.

**Number of Students:** 19,571

**Petitions** - Petitions includes general, academic grade change, matriculation appeal, residency reclassification, excessive W's, course repetition, academic renewal, 30 unit limitation, and course audit.

Petitions have increased by 19.11% since the last program review in 2011-2012.

- **Number of Students:** 6,633

**Academic Grade Changes and Assignment of Incompletes** - Instructor initiated grade changes and assignment of Incomplete that are submitted electronically are recorded after hard copy is received and verified by staff.

- **Number of Students:** 1,757

**Transcripts from High Schools and Other Colleges** - Transcripts submitted by students for admission, college early start, prerequisites, assessment levels, degree and certificate coursework, transfer requirements, and articulation purposes.

- **Number of Students:** 5,228

**Evaluations** - Requests submitted by students for degrees, certificates, in-progress, and general education certification.

Evaluations have increased by 55.71%% since the last program review in 2011-2012.

- **Number of Students:** 13,253

**E-mail assistance** - Responses to student requests for assistance at major communication points on the web. (admissions@deltacollege.edu; registration@deltacollege.edu, transcripts@deltacollege.edu, collegeearlystart@deltacollege.edu, residency@deltacollege.edu, e-mailhelp@deltacollege.edu and fosteryouth@deltacollege.edu).

- **Number of Students:** 15,631

**Live Support Assistance** - Responses to student requests for assistance in online registration website.

- **Number of Students:** 4,198

**Verifications of Enrollment** - Student requests for enrollment verifications for insurance, medical, child care, etc.

Verifications have increased by 12.26% since the last program review in 2011-2012.

- **Number of Students:** 1,667

**E-Services Lab Utilization** - Student access of virtual services such as application for admission, registration, student e-mail, verifications of enrollment, transcripts, student portal, and payment of fees.

- **Number of Students:** 32,178

**Results/Implication of Program Survey (If applicable to department)****Report the results of any unit surveys that are administered.**

**Summary:** San Joaquin Delta College Campus Climate and Student Satisfaction 2013 Student Survey Results (PRIE)

**Enrollment and Registration:**

Students were satisfied with the online admission application process (78.5%) and the online registration process (77.4%). Female students were slightly more satisfied than males with the online admission application process (79.8% vs. 74.3%).

**Student Services:**

Students were generally satisfied with Student Services' enrollment and registration services.

**Summary:** Satisfaction – Student Services, Enrollment Process: 2013 Student Responses by Ethnicity, Gender, and Sexual Orientation

## A. Online (Internet) admission application process

Group	Dissatisfied	Neither	Satisfied	Don't Know
Overall	6.0%	11.2%	78.5%	4.3%
African American/Black	3.3%	8.3%	78.3%	10.0%
Asian/Filipino/Pacific Islander	7.5%	10.6%	78.9%	3.1%
Hispanic	5.8%	9.6%	80.8%	3.8%
White	5.7%	11.9%	78.9%	3.5%
Other/2 or more races	8.0%	16.0%	72.0%	4.0%
Female	4.8%	10.5%	79.8%	4.9%
Male	9.5%	13.3%	74.3%	2.9%
Heterosexual	6.1%	10.6%	79.9%	3.5%
LGBTQQ	4.0%	13.3%	80.0%	2.7%

**Summary:** Satisfaction – Student Services, Enrollment Process: 2013 Student Responses by Ethnicity, Gender, and Sexual Orientation

## B. Online course registration process

Group	Dissatisfied	Neither	Satisfied	Don't Know
Overall	9.4%	9.0%	77.4%	4.3%
African American/Black	5.0%	6.7%	76.7%	11.7%
Asian/Filipino/Pacific Islander	12.4%	9.3%	77.0%	1.2%
Hispanic	6.3%	8.7%	80.7%	4.3%
White	11.4%	8.3%	76.8%	3.5%
Other/2 or more races	9.3%	13.3%	73.3%	4.0%
Female	8.6%	8.2%	79.1%	4.2%
Male	11.5%	11.5%	72.7%	4.3%
Heterosexual	9.2%	9.0%	78.0%	3.8%
LGBTQQ	4.0%	10.7%	80.0%	5.3%

**Assessment/Implication of Student Learning Outcomes and/or Program Learning Outcomes**

***Report the assessment results of student learning outcomes or program learning outcomes activities and any implications for future delivery of the unit's services.***

**Assessment:** Students will identify and become independent users of Admissions and Records resources as demonstrated by registering on the date and time assigned to them based on the Priority Registration guidelines.

To improve student success the following was implemented:

- Reviewed and made recommendations for changing the information in the New Student Orientation Workshops to provide more information on the importance of priority registration.
- Informed students of upcoming changes in priority registration and encourage students to meet with a counselor to develop plans to maximize registration priority.
- Reviewed web page content to ensure information regarding priority registration information was complete, clear, and concise, and easy to find.

**Implications:**

- The variance in the percentage of the general population (excluding special populations set forth by Title IV) students who registered on the date and time assigned to them for priority registration from Fall 2012 (49.08%) to Fall 2013 (58.15%) was +18.48%.
- For the most part, students demonstrated a better understanding of the importance of enrolling on their assigned date and time as demonstrated as demonstrated by the increase from Fall 2012 to Fall 2013.
- The original measure of success was not met (75%), but the increase demonstrates that the changes implemented were successful in increasing the number of students who enroll on their assigned date and time based on first day numbers.

**Assessment:** Students will understand the requirements for receipt of a degree/certificate as demonstrated by the percentage of degrees/certificates awarded. The analysis was made using the data from online degree/certificate applications submitted for the 2012-2013 and 2013-2014 academic years.

The following changes were implemented in an effort to increase the number of applications received from students that actually qualified for a degree or certificate:

- The Evaluations web page was changed to provide more information and resources, such as simplified degree/certificate check list which students could be used to determine their readiness to apply for a degree/certificate.
- The page that links student to the Degree/Certificate application was updated to provide greater detail and explanations of the process and requirements to be completed prior to submitting the application.
- An email with detailed information regarding the requirements and application deadline was sent to the general population of students prior to and during the application period.

**Implications:**

- That the initial changes made to the application information in 2011-2012 had a somewhat smaller effect than anticipated with a decrease of only -3.84%

- During the 2012-2013 application period there was a +5.05% *increase* in the number of declined applications. While this data was a bit disconcerting, it was not unreasonable due to the introduction of a number of transfer degrees which led to students being confused about the difference between transfer and non-transfer and which one was appropriate to apply for.
- After additional changes were implemented and students received more detailed information from their counselors regarding the transfer degree requirement there was a -7.31% reduction 2013-2014 in the number of denied applications was noted.
- That further clarification of the criteria for transfer degrees and additional tools for students to use prior to applying aided in decreasing the percentage of applications denied.

**Assessment:** Delta College has uses the CCCApply online application for admission. This online application is used by the majority of California Community Colleges throughout the state. The use of this Chancellor's Office approved application ensures that data collection is in compliance with MIS data collection requirements and reflects changes in California Education Code and Title 5 regulation. In 2013 a number of questions were added at the end of the application process to collect information about Passport to College students and their high school education background.

A satisfaction rate of at 80% was desired. The data is collected via a survey at the end of the online application and is stored off as a report that can be queried and reviewed at a later date.

A total of 6,872 students responded to the survey during the period July 1, 2012 through June 30, 2010. Of those, 85.01% rated their satisfaction as either "very satisfied" or "satisfied" with the online application.

A total of 6,012 students responded to the survey during the period July 1, 2013 through June 30, 2014. Of those, 83.78% rated their satisfaction as either "very satisfied" or "satisfied" with the online application.

**Implications:**

Since Delta College solely utilizes the CCCApply online application for admission to the College, student satisfaction is significant and important. Results of this SLO indicates student satisfaction with the online application is high and meets the goal.

Further, the small decline in the overall percentage of satisfaction with the application process could be contributed to the additional questions that were asked at the end of the application regarding Passport to College students as there was some confusion as to which students were included in this group as noted in the student comments.

**Accomplishments**

*Report any major accomplishments the unit has achieved since the last program review and identify or map to the appropriate Strategic Goal(s) and President's Goal(s) the accomplishment is related to.*

**Academic Year: 2012-2013**

**Strategic Goal: Goal 2** - Increase student access, student success, and the number of students who successfully achieve positive student learning outcomes.

**Related to:** Technology Plan

- Implemented new Live Help online instant chat (upgrade from previous product used). Expanded access of online chat services related to registration, admissions, evaluations, records, College Early Start, etc.
- Implemented new Live Help online chat for use by International Students.

**Academic Year: 2012-2013**

**Strategic Goal: Goal 2** - Increase student access, student success, and the number of students who successfully achieve positive student learning outcomes.

**Related to:** Technology Plan

- Created the option of "On Demand" transcripts and verifications of enrollment, which allows a student to request and obtain their official college transcripts at the A&R Service windows rather than having to wait transcripts to be mailed.

**Academic Year: 2012-2013**

**Strategic Goal: Goal 2** - Increase student access, student success, and the number of students who successfully achieve positive student learning outcomes.

**Related to:** Technology Plan

- Improved the application for degrees and certificates to simplify the process and to increase the efficiency of the application. Wording was changed and more information provided on the application to make the process easier for students to understand so they apply for the correct award.

**Academic Year: 2012-2013**

**Strategic Goal: Goal 2** - Increase student access, student success, and the number of students who successfully achieve positive student learning outcomes.

**Related to:** Technology Plan

- Updated all Degree/Certificate checklists to match the improved and simplified catalog format. This assist students, counselors, and staff in determining progress towards and award.

**Academic Year: 2012-2013**

**Strategic Goal: Goal 2** - Increase student access, student success, and the number of students who successfully achieve positive student learning outcomes.

**Related to:** Technology Plan

- Development of team to work with STEM Grant Coordinator on the selection of a degree audit program.
- Finalized staff to work on project: Karen Sea, Functional Lead and Dave Bayne, Data Encoder.

**Academic Year: 2012-2013**

**Strategic Goal: Goal 2** - Increase student access, student success, and the number of students who successfully achieve positive student learning outcomes.

**Related to:** Technology Plan

- Provided database development and training for Passport to College staff to enable record keeping and electronic file maintenance.

**Academic Year: 2012-2013**

**Strategic Goal: Goal 2** - Increase student access, student success, and the number of students who successfully achieve positive student learning outcomes.

**Related to:** Technology Plan

- Worked with Fiscal Services Office to implement significant changes to student refund process by using HigherOne bank cards and other options associated with HigherOne in order to eliminate paper check refunds.
- Promoted process via emails sent to students and by the creation of a web page devoted to disseminating information about the new refund process.

**Academic Year: 2012-2013**

**Strategic Goal: Goal 2** - Increase student access, student success, and the number of students who successfully achieve positive student learning outcomes.

**Related to:** Technology Plan

- a. Developed and implemented new processes for course repetitions in order to comply with recent Title 5 changes.

**Previous Year's Goals**

***Report the prior year's goals and report of the status of the goals.***

**Academic Year: 2012-2013**

**Strategic Goal: Goal 2** - Increase student access, student success, and the number of students who successfully achieve positive student learning outcomes.

**Goal:** To implement Live Help online instant chat as an upgrade from Absolute Live Support, which no longer works for our needs. Implement new Live Help online instant chat for use by international students.

**Status:** Implemented and working successfully.

**Academic Year: 2012-2013**

**Strategic Goal: Goal 2** - Increase student access, student success, and the number of students who successfully achieve positive student learning outcomes.

**Goal:** To create On-Demand transcripts and verifications of enrollment services at the A&R windows.

**Status:** Implemented and working successfully.

**Academic Year: 2012-2013**

**Strategic Goal: Goal 2** - Increase student access, student success, and the number of students who successfully achieve positive student learning outcomes.

**Goal:** Improve the application for degrees and certificates to simplify the process and increase the efficiencies of the application.

**Status:** Implemented and working successfully.

**Academic Year: 2012-2013**

**Strategic Goal: Goal 2** - Increase student access, student success, and the number of students who successfully achieve positive student learning outcomes.

**Goal:** Implementation of CID grid and Curriculum Alignment Project grid.

**Status:** Process was abandoned due to decision of the Chancellor's Office to no longer pursue this project.

**Academic Year: 2012-2013**

**Strategic Goal: Goal 2** - Increase student access, student success, and the number of students who successfully achieve positive student learning outcomes.

**Goal:** Update all degree/certificate checklists to match the improved catalog format.

**Status:** Implemented and working successfully.

**Academic Year: 2012-2013**

**Strategic Goal: Goal 2** - Increase student access, student success, and the number of students who successfully achieve positive student learning outcomes.

**Goal:** To implement the ability to send and receive transcripts electronically in accordance with AB1056.

**Status:** Not implemented due to legacy system upgrade to Sys 2020 and lack of technology resources.

**Academic Year: 2012-2013**

**Strategic Goal: Goal 2** - Increase student access, student success, and the number of students who successfully achieve positive student learning outcomes.

**Goal:** Develop of team to work with STEM Grant Coordinator on the selection of a degree audit program.

**Status:** Completed and team has been established.

**Academic Year: 2012-2013**

**Strategic Goal: Goal 2** - Increase student access, student success, and the number of students who successfully achieve positive student learning outcomes.

**Goal:** Provide database development and training to Passport to College staff to enable record keeping and electronic file maintenance.

**Status:** Implemented and working successfully. Staff was fully trained.

**Academic Year: 2012-2013**

**Strategic Goal: Goal 2** - Increase student access, student success, and the number of students who successfully achieve positive student learning outcomes.

**Goal:** To implement new student refund process.

**Status:** Students now received Higher One bank cards, which have eliminated the need and cost associated with generating paper check refunds.

**Academic Year: 2012-2013**

**Strategic Goal: Goal 2** - Increase student access, student success, and the number of students who successfully achieve positive student learning outcomes.

**Goal:** To develop and implement new process for course repetitions in accordance with Title IV course repeat changes.

**Status:** Implemented and working successfully.

**Next Year's Goals**

***Based on all the information reported in the program review, report the goals the unit has for the next TWO years.***

**Academic Year: 2014-2015**

**Strategic Goal: Goal 1** – PLANNING - The Board, administration, faculty, staff and students agree on the strategic direction for the College District and the long term plans for its effective operation and growth.

**Goal:** Complete the department program review:

- a. Utilize the appropriate Council for the Advancement of Standards (CAS) Guide to conduct a self-study during the Fall 2014 semester
- b. Submit the completed Student Services Program Review Filemaker Report for the Office of Admissions & Records (January 2015)

**Academic Year: 2014-2015**

**Strategic Goal: Goal 3** – FISCAL RESPONSIBILITY - The College will maintain a fiscally sound position with strong budget reserves.

**Goal:** Ensure that the department of admissions and records follows policies and procedures related to cash handling as set forth by fiscal services and the admissions and records department.

**Academic Year: 2014-2015**

**Strategic Goal: Goal 5** – STUDENT ACHIEVEMENT - The College will increase student retention, success and overall achievement (degrees, certificates, transfer, and employment) and will develop and implement student success programs to achieve those goals.

**Goal:** Continue to comply with all relevant federal, state and Chancellor's Office mandates.

- a. Ensure that practices within the department of admissions and records are adhering to California Education Code, particularly Title 5
- b. Assist the District in remaining in compliance with FERPA by updating pertinent campus/board policies and relevant forms
- c. Continue to support and implement Chancellor's Office SSSP efforts in collaboration with other District Student Services units.
- d. Implement IntelliResponse to assist students with general questions about Delta College and increase efficiencies throughout the department

**Academic Year: 2014-2015**

**Strategic Goal: Goal 8** – REGIONAL PLANNING - Develop and implement plans for a North County Center that promotes collaboration with our north and east county partners; develop plans for providing education in the Foothills by leveraging resources and collaborating with Columbia College and the Calaveras community; develop plans for a permanent building at the South Campus at Mountain House.

**Goal:** Strengthen staffing and update current staffing plan as needed

- a. Complete hiring of open positions.

- b. Develop a staffing plan for all District sites (including Mountain House and in Calaveras) and provide appropriate support

**Academic Year: 2014-2015**

**Strategic Goal: Goal 5** – STUDENT ACHIEVEMENT - The College will increase student retention, success and overall achievement (degrees, certificates, transfer, and employment) and will develop and implement student success programs to achieve those goals.

**Goal:** Implement IntelliResponse to assist students with general questions about Delta College and increase efficiencies throughout the department.

**Recommendations**

***Identify the resources the unit will need to improve its operations.***

**Category:** Human Resources/Staffing

**Amount:** \$23,856

**Request:** Ongoing

**Description:** Restoration of the .5 A&R I position.

**Rational:** In 2009, the A&R Department lost four full-time staff resulting in a 38% reduction in staffing levels for the department. For the program review completed in 2011-2012 the staffing level was at 12.75 FTE, currently it is at 11.375.

In 2010, additional budget cuts were imposed on the Department, and in 2011, a half-time A&R Assistant position was "frozen" and left vacant to achieve additional savings for the District. In addition, budgetary items outside of the control of the Department continue to increase. (i.e. banking expenses).

The 38% reduction the A&R staff and budget have suffered represents a significantly higher percentages of reductions than was seen in other areas within and outside of the Division. With the ever increasing number of students participating in the College Early Start Program due to the increased number of contracts with local high schools and the overwhelming increases in request for services such as; transcripts, evaluations, petitions, verifications of enrollment, and live help, the loss of staff significantly the affects the ability of the Department in the direct provision of services to both students and staff.

The ongoing demands for services that are precipitated by the changes to Ed Code, Title IV, SEP, and SSSP affect the department's ability to provide the best customer service possible.

**Category:** Human Resources/Staffing

**Amount:** \$33,000

**Request:** Ongoing

**Description:** Reclassification of the A&R Assistant II positions that handle evaluations, registration assistance and are administrative users of the degree system.

**Rational:** The staff assigned to evaluate student records perform task that are as difficult and complex in nature of those staff currently in the A&R III positions.

The evaluation of student records includes such task as:

- Interpreting course descriptions from other institutions for course content
- Evaluations of coursework completed for certificate and degree requirements
- Placement recommendations based on review of completed coursework
- Completion of general education requirements for admission to other colleges and universities
- Analyzing coursework from other schools for course level, content, and unit values
- Analyzing coursework for prerequisite requirements
- Determination of student readiness for graduation

In addition to the task associated with the area of evaluations, the staff also provides assistance for students with complex registration issues via Live Help as well as by email. These task

require analyzation of coursework to ensure established course prerequisites are met prior to the student's enrollment. This requires they work with division offices, various campus programs, the articulation officer or academic deans to request and understand information regarding admission to special programs (i.e. nursing, SLPA, CAT, etc.).

The staff members have the skills and knowledge to process a wide variety of special request dealing with students' educational goals and on a daily basis are consulted by counselors and other staff on campus who need assistance with the most complex questions/issues related to student education.

**Category:** Human Resources/Staffing

**Amount:** Unknown

**Request:** Ongoing

**Description:** Reclassification of the Director's position.

**Rational:** This position was never fully vetted due to the prior director being vacated from the position prior to the completion of the management class comp study. Efforts should be undertaken to determine if it is appropriately categorized or if adjustment is appropriate.

**Category:** Technology, Equipment and Supplies

**Amount:** \$32,000

**Request:** Ongoing

**Description:** Implementation of IntelliResponse to assist students with general questions about Delta College and increase efficiencies throughout the department.

**Rational:** When today's students need information – on virtually any topic – their immediate inclination is to reach for their smartphone, tablet or laptop, and go online. Students expect to find instant, accurate answers to questions and IntelliResponse delivers fast, accurate answers to students questions online, anytime of the day or night.

- Currently funding for the implementation and first year of service has been accounted for. Since Intelli response will increase proficiencies and productivity across the Division of Student Services it is recommended that the cost of the yearly maintenance fees be shared across the Division as a whole, or be considered an institutional cost.
- Intelli-Response will allow for information and questions to be easily accessed. It is recommended that "Kiosks" be placed in high traffic student areas (the library, Danner Hall, The Zone, DeRicco Student Services Lobby, administration building). These kiosks will allow for students to ask questions and get accurate information quickly to assist them in navigating the college.

**Category:** Technology, Equipment and Supplies

**Amount:** \$7,000

**Request:** One Time

**Description:** Currently there is one working Doc Imaging Scanner in the Department, with over 10,000 pages scanned per month there is a need for an additional scanner.

**Rational:** Document Imaging-The department as a whole images approximately 10,000 pages per month and currently there is only a single machine in working order and previously there

were two. Documents retained via this process are used by a number of offices on campus including; Counseling, Financial Aid, DSPS, EOPS, Health Science, and some Divisions. This is particularly true for counseling staff who review evaluation documents on a daily basis when developing Student Education Plans. SEPs are required as part of SSSP regulations set forth by the CA State Chancellor's Office.

**Category:** Human Resources/Staffing

**Amount:** \$34,527

**Request:** Ongoing

**Description:** Creation of a .625 Admissions & Records 2 position.

**Rational:** The staff member for this position would be responsible for doing a preliminary review of incoming college transcripts to look for courses completed by a student at a previous institution that would result in the establishment of assessment levels and could be used to meet course prerequisites. In addition, this staff member would assist in the dissemination of information to students regarding the results of petitions that relate to their overall academic success (i.e. Matriculation Appeals, Petition for Change to Acad. Record, BOG Fee Waiver Appeals, Course Repetitions, Academic Renewals, etc.).

**Category:** Facilities Resources

**Amount:** Unknown

**Request:** One Time

**Description:** Ensure that the department of admissions and records follows policies and procedures related to cash handling as set forth by fiscal services and the department of admissions and records.

**Rational:** The department of admissions and records is currently working with fiscal services and a consulting auditor to develop policies and procedure to ensure proper cash handling and staff safety.

It has been recommended by fiscal services and the consulting auditor that panic buttons be installed at all of the service window stations to increase safety and security.

**Category:** Human Resources/Staffing

**Amount:** Unknown

**Request:** Ongoing

**Description:** Ensure that the department of admissions and records follows policies and procedures related to cash handling as set forth by fiscal services and the department of admissions and records.

**Rational:** Additional staffing for Outreach Services, pending re-org.

With the possible addition of Outreach Services to the Admissions & Records Department staffing levels will need to be evaluated to determine the proper staffing levels needed.

**Appendix**

*Provide web links for any documents used to support the program review.(i.e., survey copies/reports, audit reports, etc.).*

**Document Name:** Campus Climate Survey 2013

**URL Address:** [www.deltacollege.edu/.../CAMPUSCLIMATESURVEYRESULTS2013FINAL.pdf](http://www.deltacollege.edu/.../CAMPUSCLIMATESURVEYRESULTS2013FINAL.pdf)