



Barstow Community College
**NON-INSTRUCTIONAL
PROGRAM REVIEW**
Annual Update #1

PROGRAM:

Academic Year:

Date Submitted:

By:

Lead:

Members:

1. Mission and Vision
2. Description and Overview
3. Data
4. Policies & Processes
5. Internal Factors
6. External Factors
7. Continuing Education and Professional Development
8. Prior Goals and Objectives
9. Action Plan: Goals/Objectives/Actions
10. Resources

1. Mission and Vision

A. Service Area/Administrative Unit Mission

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

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

Admissions and Records provides professional, timely, student-centered customer service in an effort to simplify the admissions, registration, and records processes.

Financial Aid assists students to obtain their academic, career, and personal goals by providing financial information and resources.

C. Describe how mission and vision align with and contribute to the College’s [Mission](#) and [Vision](#)

As an institution, Barstow Community College is committed to “*promoting student engagement and retention through caring customer service, strong student support services, and campus involvement opportunities.*” In addition, bullet four states that Barstow Community College is committed to “*providing counseling and other support services to assist students in the identification of their goals and achievement of their personal, educational, and employment potential.*” Each department in Student Services has developed a mission statement that articulates how it promotes student access and success and enhances a supportive learning environment. In addition, Student Services recruits and enrolls a diverse student population, offering programs for those interested in earning degrees, seeking transfer, pursuing career and technical education, seeking basic skills enhancement, or considering lifelong learning.

DATE:

ANNUAL UPDATE #1:

DATE:

ANNUAL UPDATE #2:

2. Service Area/Administrative Unit Description and Overview

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

- A. Organization, including staffing and structure
- B. Who do you service (including demographics)?
- C. What kind of services does your unit provide?
- D. How do you provide them?

Currently, the Barstow campus has the Director of Enrollment Services, which oversees both Admissions and Records and Financial Aid. Admissions and Records has one Coordinator and two Admissions and Records Technician II. Financial Aid has one Officer, one Technician and one clerk. The Fort Irwin campus has two Student Services Technicians.

Admissions and Records develops policies and procedures and assists students with admissions, registration, and record keeping. Financial Aid develops policies and procedures and assists students with applying for financial aid, reviewing eligibility, awarding and disbursing. Services include state and federal financial aid, including fee waivers and scholarships. In addition, Financial Aid manages and provides assistance with Veterans Administration services. Both departments must keep abreast of all local, state and federal requirements to ensure compliance with all aspects of performing their functions, including record keeping regulations, student database functions.

Online class rosters, automated waitlist notification, and add authorization codes are functioning well.

Institution issued email addresses and the student portal implementation is still underway. It is expected that a soft launch will occur before spring 2013. Once it is operational a marketing campaign will begin so that a hard launch can occur in conjunction with summer 2013 registration.

The phone system upgrade and operator triage is currently being tested. This new system is designed to improve customer service and response times.

All records have been scanned to Laserfiche and all new records are scanned regularly.

Financial Aid has now taken over the processing of VA paperwork. The Financial Aid Officer is now the VA Certifying Official.

FA is now in charge of the scholarship program. All scholarship applications are turned into the FA office. FA hosts scholarship workshops and postcards are sent to students reminding them of the deadline to apply for scholarships. Phone calls are made to all prior year donors. FA is in charge of sending invitations to all scholarship recipients inviting them to attend the annual scholarship award ceremony (Honors Day).

The work study program has been consolidated and improved as a whole. In the past we had students who would turn in applications without having an unmet need and who were not enrolled in courses. Also, FA was not familiar with the other types of work study programs on campus, including CalWorks, EOPS, and DWS. We have now established a works study committee. On the committee we have one person from each of the other types of work study that is offered at BCC and the Human Resource Technician. The work study application has been updated. Students that are applying for work study must have a FAFSA completed. Applications are only available at the Financial Aid Office. FA staff ensures that the students have an unmet need and is in good standing for the program. All applications are given to the Human Resource Office. Supervisors must go to Human Resource when they are looking to hire a work study student. This has been very successful on monitoring the different types of work study that each student may be eligible for. It has been effective and efficient on utilizing the resources that BCC has to offer.

There has been a significant increase in student population. Students are now able to complete their FAFSAs in the FA FAFSA lab; which is located in the FA Office. FA staff is trained to track all essential conversations and miscellaneous information in our database so that all other FA employees are aware of what is needed for the students file. New forms have been created to help the FA Technician with the verification process. All of the FA forms have been added to BCC website, to ensure that all students have access.

The Financial Aid Officer is now the Foster Youth Liaison. Webgrants is now accessed monthly to ensure that need analysis are submitted for all possible Chaffee recipients. FA has identified more foster youth by adding a specific question to the financial aid verification worksheet. Post cards are being sent to students reminding them of renewing their financial aid application. Financial Aid is now processing monthly check runs. This will ensure that students who may have not been picked up on the first check run due to a technical difficulty will not have to wait a whole month to receive a check.

The hold process for students who owe enrollment fees has been automated. Prior to the start of priority registration, holds are placed on all students with a fee balance. When the entire balance is paid, the student's hold is automatically lifted. This has saved a tremendous amount of time as in the past the holds had to be placed on manually and students had to notify Admissions and Records that the balance had been paid for the hold to be lifted.

Academic standing is working more smoothly. Holds are placed on student accounts requiring them to complete the online probation workshop before registration can occur.

In the past it was hoped that we could send automate fee letters from Banner. However, it was discovered that the bills from Banner were confusing to students. A letter was written and a mail merge is completed to notify students of their account balances.

With the implementation of CredentialSolutions, students are able to request their transcripts through an online process that validates their identity and meets signature requirements. Students receive either a text or email (their choice) when the transcript request has been received by the college, when it has been processed, and when it has been mailed. Currently, about half of student transcript requests are submitted online. We are certain that this is because it is more expensive to order online. A proposal is being given to the Board of Trustees in November 2012 to change the pricing structure of ordering transcripts so that online requests are less than paper requests. In addition, online requests take only 2 business days to process; whereas, paper requests take up to 10 days to process due to the manual intervention. In addition, an immediate transcript fee of \$21 will be charged to those students who demand their transcripts that day.

Online census certification and final grade submittal by faculty was implemented a few years ago. However, it currently requires a lot of staff time to monitor as the faculty do not submit their information in a timely manner. Census certification is due at 20% of the class and is a state regulation. Despite reminders sent to faculty members, a number of them do not submit by the deadline which results in an increased workload for A&R staff to send out additional reminders and collect paper census sheets. Final grades are due within two business days of the class ending, but there has not yet been a submittal in which all faculty grades are received by that time. There need to be set consequences put in place for faculty who fail to meet their record keeping deadlines to ensure that A&R staff is not responsible for babysitting this process.

Add authorization codes are not available to faculty in self-service. This requires A&R staff to generate the codes and email them to all of the faculty. This process can take an entire day. CAPP (online degree audit software) does not function properly and so has never been deployed to student self-service. An investigation is being conducted to determine if the institution should continue to try to implement CAPP or if it should move to DegreeWorks.

Banner baseline graduation application was being investigated; however, with the permanent A&R Coordinator out of the office indefinitely, this has been temporarily suspended.

When older records were converted from Microfiche to Laserfiche it resulted in BCC transcripts prior to 1983 being lumped together in one very large record. These records are not searchable and so it poses difficulty when students who attended prior to 1983 request a transcript. It can take hours to find the students record which then must be entered into Banner to print an official transcript. There is not enough staff available in A&R for regular staff to be used to input all of these records into Banner. A temporary full time staff member hired for this specific purpose would result in increased customer satisfaction as students in this category now must wait upwards of 15 days for their official transcript.

Online scholarship application software would improve the scholarship process. Currently FA is responsible for making over 1,000 copies of scholarship applications for review by the different scholarship committees. Software would change the process to allow the committees to view the information online. This would save many hours of work for Financial Aid staff as well as a reduction in the amount of funds spent on paper and ink.

Online form software would be very beneficial. Students would be able to submit documents electronically ensuring that they are not lost. This would also save money on the cost of paper. In addition, the electronic forms could be moved directly into Laserfiche.

Given the recent drastic increase in student enrollment, current staffing levels are not adequate. It is impossible to deliver the same level of student service that has been delivered in the past. It is understandable that given the current budget uncertainties there will be no additional positions created. However, it will be of the utmost necessity that as many processes as possible are automated and that all services are delivered in the most efficient and effective way possible. Overtime in the area was eliminated last spring. The departments are allowed to close at noon on Fridays for training and to process paperwork to alleviate the lack of overtime. This has helped to a degree but there are still some times of the year when overtime is needed to complete tasks by deadlines. During the summer it was necessary for the Director to work multiple weekends to ensure that tasks were completed in the Financial Aid areas for check runs as staff could not work overtime to complete the tasks. These tasks could not be completed at earlier time because final grades were not submitted on time by faculty members.

During fall 2012 hours of operation were extended to 7pm. This continues to be problematic with the limited staffing in the area.

Due to the high volume of student traffic and the reduction in both staff and student workers it has been near impossible to conduct any type of staff development exercises.

A plan needs to be put in place for the replacement of computers in all of the departments. Many of the computers are out of date and need to be replaced and this comes at the expense of the Admissions and Records budget, even for general counselor computers as the budget is very limited for counselors. In addition, the kiosk computers will need to be replaced shortly and that will require a considerable expenditure.

Both an online Spanish Application and Orientation have previously been purchased by BCC but neither has been implemented as native Spanish speakers have indicated that both need to be rewritten. A consultant should be hired to complete this so as to assist Spanish speaking individuals wishing to attend BCC.

Currently test scores have to be manually entered into Banner. This is a time consuming process that must be automated. Automation will free staff to work on more pressing issues and ensure accuracy and also allow the student to register more quickly.

With the passage of the Student Success Initiative, students will be required to maintain academic progress to be eligible for the BOG waiver. Therefore, an automated process that drops students for nonpayment must be initiated with the implementation of academic progress for BOG.

The new federal guidelines for monitoring Satisfactory Academic Progress have resulted in a manual process for monitoring SAP. This is very time consuming for staff. A more automated process for SAP needs to be implemented.

DATE: 9/27/13

ANNUAL UPDATE #1:

Due to a recent layoff of 1 Student Services Technician at the Ft. Irwin campus, A&R is cross-training staff to ensure that there is adequate resources for schedule days off or sick days of the one remaining Student Services Technician. This reduction in staffing at the Ft. Irwin location will result in an increase in workload for both the A&R/Financial Aid offices on the Barstow Campus as they will have to assist with overflow students that are not being served at the Ft. Irwin campus. With the creation of the Admissions and Records Coordinator the evaluation of transcripts, prerequisite clearance for non-matriculating students, and graduation petition clearance has transferred from the Counseling Department to Admissions and Records. The A&R Coordinator is developing articulation forms to ensure that Admissions and Records Technicians can assist with the transcript input process. While a new phone system has been put in place, a dedicated operator will be needed for the process to be successful. Currently a part time temporary operator has been used and this has helped the A&R department tremendously as staff have a very difficult time assisting students and completing assigned tasks, all while be expected to answer incoming calls for the entire college.

In 2005 two financial aid clerks were hired, one for the Barstow campus and one for the Ft. Irwin campus. At that time only 2,611 students applied for financial aid. Since that time, we have seen a 213% increase in financial aid applications (8,176 as of the end of 2012-13). In 2011, the data showed that one full time Financial Aid Clerk was not needed at Ft. Irwin as there was too much downtime. The decision was made to revamp the A&R position at Ft. Irwin from an Admissions and Records Technician to a Student Services Technician and to hire two. These staff members were trained to assist students with the financial aid process. However, in August 2013, one of these positions were laid off due to lack of work. Half of the salaries of the Student Services Technicians at Ft. Irwin were funded from categorical financial aid funds. With the lay off and other changes to how the categorical funds are being used, there is enough funding to support the hire of a second Financial Aid Clerk at the Barstow campus. In addition to the number of students applying for aid, the state and federal guidelines governing aid have become more cumbersome resulting in the need to assist students through the complicated application process. From 2011-12 to 2012-13 there was also a 3% increase in the number of students selected for verification, which directly translates to the Financial Aid clerk having to collect paperwork from an additional 100 students. Last year only 34% of applicants were selected for verification and only half way through the fall semester

we have already reached 45% of applicants selected. We expect that the number of students selected for verification will continue to increase requiring additional staff to assist with this process. Due to new federal and state guidelines, Financial Aid staff are required to do more work than ever before. All of this has created a tremendous burden on staff who are already having difficulties meeting workload requirements. A new financial aid clerk could be used to offset the demand in financial aid and rotated to Ft. Irwin to work more directly with students applying for financial aid.

The Student Success and Support Program has resulted in changes to priority registration. Upcoming changes included an increase and new focus on specific data tracking, including students without a declared program of study and students without a declared goal. Registration criteria will have to be updates to block students who have completed orientation and assessment. Student who are on probation for two consecutive semesters will no longer be eligible for the BOG or priority registration.

Loss of BOG eligibility necessitates dropping students for nonpayment, something that BCC stopped doing in 2005. Currently, there is an outstanding balance due to the college from students totaling \$1,436,177. This balance will continue to grow if we do not begin dropping students for nonpayment. With the increase in students and decrease in funding, special attention has been placed on the need to begin managing our enrollment. As we do not drop for nonpayment we have a number of students each semester who take classes with us and never pay their fees. BCC needs to drop students who have not paid their fees to open the class space for those students who are more dedicated to attending college. There is an outstanding balance of \$184,798 for 1,094 students who did not pay their fees during the 2012-13 academic year.

The Curriculum, Advising, and Program Planning (CAPP) module needs to be upgraded. The upgrade will provide a degree audit worksheet that is student friendly and easy to use. In addition, the catalog portion needs to be updated so that all program codes are accurate. Prior to the CAPP upgrade, SIG consultant Paddy Wong will be changing the format of all of our current program codes as they formatting is outdated. CAPP will be necessary to meet Student Success and Support Program initiative requirements as BCC must evaluate students at 15, 30, and 45 units to ensure that students are making progress towards degree completion. CAPP would allow a degree audit to be ran on each of these students identifying those students who are not making progress for necessary counseling contacts. Once CAPP is upgraded, A&R plans to investigate the implementation of an online graduation application.

The new CCCApply application created and supported by the Chancellor's Office is a robust online application that has a built in Spanish version for student use. In addition, the functionality has been improved and it will be much more student friendly. A&R plans to move to the new application no later than June 30, 2014. Due to funding at the state level, the new application is free of charge, but will require MIS and possibly SIG consultant support to successfully transition.

The requirements for the Student Success and Support Program initiative will necessitate additional resources for the Student Services Division. Student Services now must monitor students more closely and track specific data elements. There is no student tracking software currently in place on campus. SARS student tracking software could meet this need. In addition,

The current online orientation is extremely outdated. In addition, once a student completes the online orientation the data is not automatically uploaded into Banner, requiring staff to manually enter this data. As the Student Success Initiative regulations require students to complete the online orientation before registering, this manual data entry results in a delay for student registration. A new online orientation needs to be created that is up to date and automatically loads data into Banner.

In spring 2013, work was completed to create an assessment test score upload process. In the past, A&R staff has to manually enter the test scores into Banner. Now, Computer Common's staff can extract the data and upload. It is not a truly automated process, as manual intervention is required, but the process works well and saves staff time. The agreement is that the Computer Common's staff will upload the data three times a day, which is adequate during non-peak times. However, this time frame will need to be adjust during priority registration periods as assessment is a requirement for registration clearance.

SIG consultants are scheduled to complete work on the financial aid Satisfactory Academic Progress (SAP) process in December 2013. This process will automate a function that is currently being handled manually. In addition, the changes will allow students to view their specific status in their Banner self-service account, which will ensure that students have a better understanding of their status.

Credentials, Inc. was successfully implemented in April 2011 for online transcript ordering. During 2010-11, 9% of transcripts were ordered online, which increased to 57% during 2011-12, and is now up to 66% for 2012-13. The goal of A&R is to increase online requests to 75% of total requests. This would reduce time that staff must manually enter transcript requests, allowing that time to be redirected to more necessary tasks.

A&R has requested that the Information Technology Department implement National Student Clearinghouse so that students will be able to request online enrollment and degree verifications, thus reducing A&R staff time spent doing so. This is a free program and is almost implement. The National Student Clearinghouse is only awaiting the submittal of past degree/certificate awarded information to become fully functional.

Student Services hours have been changed to a more manageable timeframe. The Division is now open 8am-5pm Monday and Tuesday, 8am-6pm Wednesday and Thursday, and 8am-1pm on Friday. Closing at 1pm on Fridays has allowed the Division to offer training to staff, conduct staff meetings, assess student learning outcomes, and complete work assignments that may be lingering due to the reduction in staff and requirement to no longer allow overtime. These new hours

allow the departments to operate more efficiently than the previous hours as small staffing levels made it extremely difficult to cover the office on a daily basis from 8am to 7pm.

The Technology Committee has designed a computer replacement cycle removing this as a concern for the departments.

Add codes were implement effectively and the students have experienced few issues in transitioning to using them to register online versus signed permission forms from the instructor for us in person registration. The major issue with the add code process was the need for A&R to email the codes to instructors. During summer 2013, A&R worked with a SIG consultant to modify the online class rosters that instructors use to include add codes. This was met with a very favorable reaction from instructors, who appreciate not only the access to the add codes, but also the more user-friendly version of the class roster.

The soft launch of the portal and student emails was delayed due to a change in the email system and necessary training for the portal administration. The training clearly identified that there were many aspects of the portal that had not been previously understood and a new designed needed to be employed. In addition, recent testing has determined that the password management suite is not operating in an efficient manner and will require staff intervention for all students who are unable to come to campus. This is problematic due to the already understaffed situation faced by both the online office and A&R.

Although online census and final grade entry has been functional for some time now, there are still instructors who do not utilize by the required deadline. This then requires manual intervention from A&R staff. A&R staff has tried to rectify the situation by sending frequent reminders to faculty, which has helped, but still has not solved the problem. A&R is working closely with Academic Affairs to come to a resolution of the problem. A new faculty orientation that all new instructors were required to undergo could solve the issue as many instructors claim that they were not aware of the requirements despite the many reminders sent to them.

In addition, to the online probation workshop, A&R has been conducting in-person workshops on the 1st Tuesday of every month. Many students have attended the workshop, but it will take time to determine if the workshops are successful in reducing the number of students moving between levels of probation.

DATE:

ANNUAL UPDATE #2:

3. Data

A. ASSESSMENT DATA

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

--

2) Summarize the results of these measures.

--

B. PROGRESS ON SERVICE AREA/ADMINISTRATIVE UNIT OUTCOMES (SAO/AUO)

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

Admissions and Records:

1. Students will successfully utilize their online accounts to access registration, grades, academic standing, and account balances.
2. Students will successfully utilize their generated college email address.
3. Students will demonstrate knowledge of Admissions & Records deadline

For 2007–2008, Admissions and Records assessed students' use of technology to apply using an online admissions application. After it was determined that the majority of students were successfully applying online, the decision was made to make applying online a requirement and Admissions and Records ceased accepting paper applications.

Beginning 2008–2009, Admissions and Records began focusing on transitioning students from registering in person to registering online. The initial data indicated that in 2008–2009, 45 percent of students were registering in at least one class online, while 33 percent were registering solely online. In 2009–2010, this dropped to only 35 percent registering in at least one class online and 24 percent solely online. Beginning spring 2011, Admissions and Records began requiring students to register solely online. This caused an increase from the 2009–2010 year to 51 percent in at least one class and 35 percent solely online. The spring 2011 semester peaked at 64 percent of students registering in at least one class online and 41 percent solely online.

In assessing the data it was determined that those students not registering online were predominantly being registered through the waitlist process or after the class had begun. Both instances required manual overrides. To facilitate students registering solely online, Admissions and Records introduced “add authorization” codes for fall 2011, and will be instituting a waitlist process that allows students to register online for spring 2012. This should cause a significant decrease in the number of students registering in person.

Financial Aid:

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

In 2007–08, the Financial Aid (FA) department assessed data regarding the number of students applying for financial aid prior to the first deadline and determined that only 43 percent of students applied prior to the first day of class. At that time, the FA department began sending email and postcard reminders to students to apply early for financial aid, conducted workshops on Free Application for Federal Student Aid (FAFSA), and hung posters in various Student Services offices. These changes did not have a positive effect on students applying early. Only 43 percent of students for 2008–2009 applied for financial aid before the start of the fall semester.

Based on the assessed data, the department began including deadlines for financial aid check runs in the each semester’s Schedule of Classes. This did have a positive effect, and 44 percent of students applied for aid before the start of classes in 2009–2010. In 2010–2011, the FA department sent multiple reminders, conducted multiple FAFSA workshops, held financial aid awareness events, and published the deadlines in the Schedule of Classes; these changes resulted in an increase to 55 percent.

For 2010–2011, the peer counselor for the Student Success Initiative called to remind students to apply for aid, and the FA department will be hosting focus groups to determine why students are waiting to apply for aid until after the semester begins.

In addition, the FA department will now be issuing bookstore authorizations for students to utilize their financial aid funds in the campus bookstore the week before classes begin through the second week of the semester. Students will not be issued a financial aid check until the third week. It is hoped that this change will also result in students applying early.

- 2) Describe any improvements made by your unit as a result of the outcomes assessment process. What did you learn from your evaluation of these measures, and what improvements have you implemented, or do you plan* to implement, as a result of your analysis of these measures? (*List any resources required for planned implementation in #10: Resources.)

SLO assessment will be conducted at the end of each fall semester. Once it has been determined that students are meeting the SLO, another will be assessed.

DATE:

ANNUAL UPDATE #1: Assessment Data (3A1 and 3A2) are new questions to the program review, so there is no results to report. However, A&R/Financial Aid held a meeting to discuss the assessment data that will be used in the next cycle. SARS has been requested as a necessary means to track the number of students served, their wait time, and how many students initially signed in but were not helped because they left before it was their turn. Student tracking will be extremely crucial in support of the required Student Success Initiative data tracking as well.

Student Satisfaction Surveys will be conducted to determine how students view services offered to them. Based on the results of the surveys, staff training and/or student workshops can be conducted to rectify misinformation as needed.

A&R/Financial Aid have determined that there are workshops that students are already in need of. The decision has been made to offer workshops to new students to teach them how to use the online processes and disseminate important information about the Departments that students often may not be aware of, such as probation/dismissal, bookstore authorizations, disbursing based on attending hours, satisfactory academic progress regulations, etc.. At attempt to offer these workshops in the orientation and/or basic skills classes will also be made. In addition, Financial Aid plans to conduct workshops in conjunction with the Transfer Center for students who are at 45 attempted to units to discuss transferring and how delaying can impact future financial aid eligibility.

3B1 and 3B2:

A&R:

In assessing previous years data it was determined that those students not registering online were predominantly being registered through the waitlist process or after the class had begun. Both instances required manual overrides. To facilitate students registering solely online, Admissions and Records introduced “add authorization” codes for fall 2011, a waitlist process that allows students to register online for spring 2012, and spring 2013 concurrent (students still attending K-12) began registering online. Based on the implementation of these three processes, A&R has seen an increase in the number of students registering online.

2010-11	48.17%	16.52%	35.31%
2011-12	24.00%	19.06%	56.94%
2012-13	10.54%	14.73%	74.74%

The goal of A&R is to have at least 85% of students registering solely online. A&R has decided to begin offering workshops to students on a regular basis to teach them how to register online. Despite available online tutorials, there still appears to be issues with students successfully navigating the online registration process.

Financial Aid:

Financial Aid has seen an increase from 43% to 67.18% of students applying for aid before the first deadline of the semester. The goal is to see an increase to 75%. Financial Aid will continue to offer workshops for students, Financial Aid Awareness Events, and will hold a focus group and conduct a survey to determine why students are waiting until after the deadline to apply for aid.

DATE:

ANNUAL UPDATE #2:

4. Policies & Processes

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

Admissions and Records and Financial Aid must ensure compliance with Barstow Community College Board Policies and Procedures. In addition, both departments are governed by state regulations including California Education Code and Title 5 regulations. In addition, the state has handbooks on various subjects, including allowable student fees and the Board of Governor Fee Waiver program that must be adhered to. Financial Aid is governed by Title IV regulations governing all aspects of financial aid.

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

Admissions and Records and Financial Aid stay current on relevant regulations and ensure that local policies and procedures are updated accordingly.

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

State and federal regulations have resulted in an increased workload in both areas due to the increased demand for student monitoring. Current trends indicate that this increase will continue. Admissions and Records have lost staff members that have not been replaced and Financial Aid is understaffed and an additional Financial Aid Clerk is needed to assist students at the counter. In addition, both departments are trying to automate as many functions as possible to ensure that efficiency in the area.

DATE: 9/27/13

ANNUAL UPDATE #1:

4A & 4B - Changes to Title 5 regulations regarding the change from Matriculation to the new Student Success and Support Program implementation will have a major impact on A&R/Financial Aid. In addition, there has been recent discussion to sign the Veterans Administration Principles of Excellence, which will require changes to how A&R/Financial Aid offer services and track data. The Dream Act, which was implemented in January 1, 2013 has resulted in changes to both A&R/Financial Aid.

The Student Success and Support Program has resulted in changes to priority registration. Upcoming changes included an increase and new focus on specific data tracking, including students without a declared program of study and students without a declared goal. Registration criteria will have to be updates to block students who have completed orientation and assessment. Student who are on probation for two consecutive semesters will no longer be eligible for the BOG or priority registration. In addition, BCC must evaluate students at 15, 30, and 45 units to determine that students are making progress towards goal completion. CAPP will be necessary to meet Student Success and Support Program initiative requirements as BCC must evaluate students at 15, 30, and 45 units to ensure that students are making progress towards degree completion. CAPP would allow a degree audit to be ran on each of these students identifying those students who are not making progress for necessary counseling contacts.

The Veterans Administration Principles of Excellence will require a joint effort to provide service to veteran students and an increase in data tracking, to include retention, completion, and demographics. In addition, if this is signed Financial Aid will be required to implement the Federal Shopping sheet in place of the current award letter format.

The Dream Act has resulted in students eligible for AB540 (students determined to be out-of-state students, but who attended three years of a California high school and who met California high school completion, either with a diploma, GED, or California High School Proficiency Exam) to be considered California residents and therefore, allow them eligibility for the BOG waiver and Cal Grants. Those students who are U.S. Citizens or permanent residents can apply for financial aid using the FAFSA; however, those students who are nonresident aliens cannot complete the FAFSA and must complete the Dream Application created by the California Student Aid Commission. Unfortunately, this application while created to mimic the FAFSA process does not undergo the data integrity checks that the actual FAFSA does, such as Social Security Administration matching, Selective Service matching, IRS data matching, etc. This has resulted in Financial Aid staff having to undertake the dataload process once for the FAFSA and once for the Dream Act. In addition, Financial Aid staff will be required to do the data integrity checks manually before determining if students are eligible for the Cal Grant.

4C - The following administrative procedures will be updated this year utilizing the Community College League of California templates.

AP 4222 Remedial Coursework - updated to describe internal process more completely.

AP 4250 Probation – updated to include the loss of priority registration and BOG waiver.

AP 5011 Admission of Minor Students – this process is being explored at the request of President DiThomas.

AP 5050 Matriculation– Matriculation no longer exists as a program as it has been changed to Student Success and Support Programs, this will be updated to reflect new Title 5 regulations.

AP 5055 Enrollment Priorities – updated to reflect new Title 5 regulations of Student Success and Support Programs.

AP 5130 Financial Aid – updated to reflect recent changes to federal verification groups and to include Dream Act information.

DATE:

ANNUAL UPDATE #2:

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

A. Strengths

B. Weaknesses

DATE:

ANNUAL UPDATE #1:

5A: A&R/Financial Aid strengths:

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

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

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

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

5B: A&R/Financial Aid Weaknesses:

There is a lack adequate staff to provide the comprehensive, timely customer service A&R/Financial Aid wishes to provide. Another Financial Aid clerk and a phone operator are both desperately needed to meet the demands placed on the departments.

There is a lack of communication between A&R/Financial Aid and Special Programs. Due to the interconnectedness of these programs, A&R/Financial Aid will be conducting roundabouts to ensure that information is successfully shared between the departments.

DATE:

ANNUAL UPDATE #2:

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

A. Opportunities

B. Threats

DATE:

ANNUAL UPDATE #1:

A&R/Financial Aid Opportunities:

CCCApply – free online application system, which will the district \$5,000 per year for licensing fees. The application is more streamlined and student friendly and has a built in Spanish version.

National Student Clearinghouse – Would allow A&R to outsource Degree and Enrollment Verifications and allow staff time to be redirected in a more useful manner.

Workshops for students – would allow A&R/Financial Aid the opportunity to disseminate information to students and train them on necessary information and techniques for conducting business online.

Financial Aid has identified that some students have applied for the Chaffee grant and were approved but have not enrolled with BCC. They are conducting outreach to these students in an effort to service the students and increase enrollment.

The newly created VA Club and Veterans Resource Center is an opportunity to outreach to additional veterans as it shows BCC’s dedication to veteran success.

Threats:

The recent layoff of the Student Services Technician at Ft. Irwin is a threat to staffing in A&R/Financial Aid as it will be expected that the workload be backfilled by the departments. A&R/Financial Aid are already understaffed for the workload expected of them.

Online military education proposal will result in additional work for the departments. While the end result may well be an opportunity to increase funding and staffing, it must first be handled internally by the current staffing level.

Lack of timeliness in Academic Affairs with the catalog and schedule has created tremendous pressure on Student Services as a whole. It is not possible to assist students earlier than the set registration days to create education plans and/or clear prerequisites as there is no Schedule of Classes available until the Friday before registration begins. A lack of communication from Academic Affairs regarding new programs, newly built classes, cancelled classes, etc. has created issues in A&R/Financial Aid as well.

DATE:

ANNUAL UPDATE #2:

7. Continuing Education/Professional Development

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

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

DATE:	<input style="width: 95%;" type="text" value="9/30/13"/>
ANNUAL UPDATE #1:	<p>1213:</p> <ul style="list-style-type: none"> California Community College Student Financial Aid Administrators Association annual conference Chancellor’s Office Annual All Directors Training California Association of College Registrars and Admissions Officer annual conference Western Association of Veterans Education Specialists annual conference Council of College Military Educators annual conference Portal training – internal training for those working on the portal Weekly Student Services Trainings HRDO offered workshops: Time Management (Michelle Bond) Handling Stress (Wendy, Michelle) Outlook (Rosemary) Leadership (Michelle) Foster Youth Kinship and Care (Danielle) <p>1314:</p> <ul style="list-style-type: none"> California Community College Student Financial Aid Administrators Association annual conference Chancellor’s Office Annual All Directors Training California Association of College Registrars and Admissions Officer annual conference Western Association of Veterans Education Specialists annual conference Veterans Summit Monthly Student Services Trainings
DATE:	<input style="width: 95%;" type="text"/>
ANNUAL UPDATE #2:	<div style="border: 1px solid black; height: 40px;"></div>

8. Prior Goals/Objectives

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

DATE:	
ANNUAL UPDATE #1:	2012 Goals: <ol style="list-style-type: none"> 1. Successfully implement automation to increase efficiency: <ol style="list-style-type: none"> a. Automate test scores – completed this task. b. Add authorization codes available online for faculty – completed this task. c. Implement online graduation application – this will be carried forward to this year. d. Banner will automatically calculate SAP with all applicable rules and regulations – this will be carried forward to this year. e. Automated dropping for nonpayment of fees – this will be carried forward to this year. f. Implement degree audit software – this will be carried forward to this year. 2. Improve customer service: <ol style="list-style-type: none"> a. Telecommunications Specialist – Request was denied, will resubmit request this year. b. Full-Time Financial Aid Clerk – Request was denied, will resubmit this year.
DATE:	
ANNUAL UPDATE #2:	

9. Goals/Objectives/Actions (ACTION PLAN)

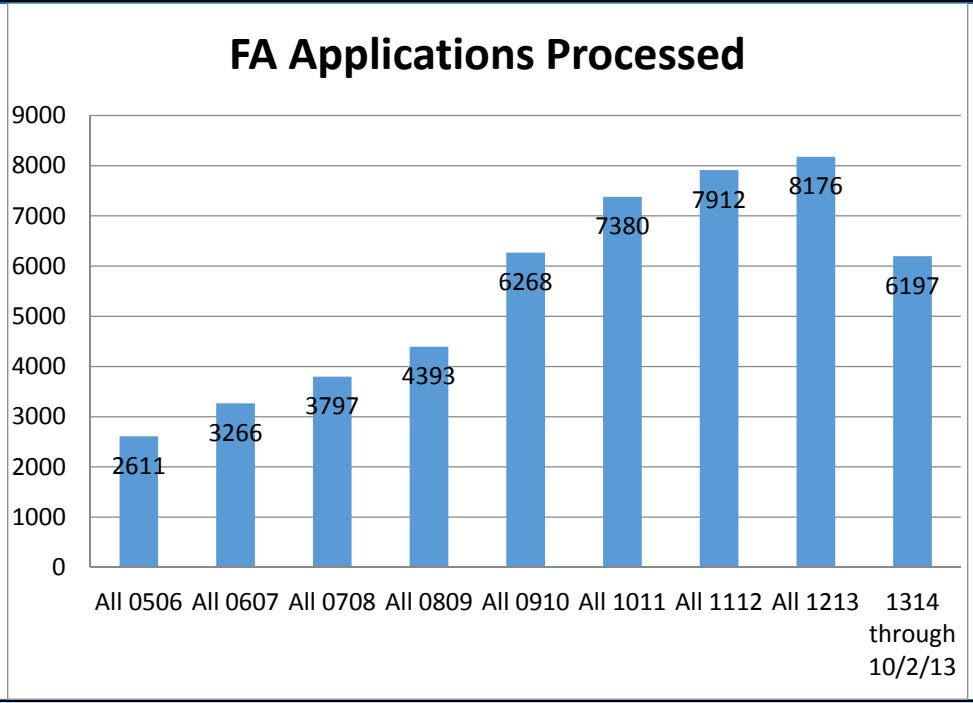
- A. **GOALS:** Formulate Goals to maintain or enhance unit strengths, or to address identified weaknesses.
- B. **ALIGNMENT:** Indicate how each Goal is aligned with the College’s [Strategic Priorities](#).
- C. **OBJECTIVES:** Define Objectives for reaching each Goal.
- D. **ACTIONS/TASKS REQUIRED TO ACHIEVE OBJECTIVE:** Create a coherent set of specific steps (Actions/Tasks) that must be taken to achieve each Objective.
- E. **OUTCOMES:** State intended Outcomes and list appropriate measures and assessment methods for each Outcome.
- F. **ADDITIONAL INFORMATION:** This provides space for the additional communication of information necessary to further “close the loop” on the goal or action plan, as it relates to Institutional Planning. This may include references to other institutional documents, such as governing or compliance documents (i.e. Board Policy, Administrative Procedures, Title V), institutional planning documents (i.e. [Strategic Plan](#), [Educational Master Plan](#), [Facilities Plan](#), [Technology Plan](#)), or Board, Presidential, Supervisory or Departmental recommendations or goals, etc. *(See Handbook for additional examples.)*

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

ACTION PLAN					
	GOAL	ALIGNMENT WITH BCC STRATEGIC PRIORITIES <small>(click link for list of Strategic Priorities)</small>	OBJECTIVE	ACTIONS/TASKS REQUIRED TO ACHIEVE OBJECTIVE	OUTCOMES, MEASURES, and ASSESSMENT
#1	Successfully implement automation to increase efficiency.	<i>List all that apply:</i> 2 3 6	Automate Test Scores	Need to request statement of work from consultants; need to schedule consultants to complete work; consultants need to complete work.	Test scores will automatically upload to Banner with minimal staff intervention.
			Add Authorization codes available online for faculty	Need to request statement of work from consultants; need to schedule consultants to complete work; consultants need to complete work.	Add Authorization codes will be visible to faculty in self-service.
			Implement online graduation application.	Need to request statement of work from consultants; need to schedule consultants to complete work; consultants need to complete work.	Students will be able to successfully petition for graduation online.
	<i>Additional Information:</i>				
	DATE: <input type="text" value="9/30/13"/>	ANNUAL UPDATE #1:	Objectives 1 and 2 have been met. Objective 3 will be carried forward to next year. After discussion with SIG consultant, to effectively implement an online graduation petition process we must first make corrections to CAPP.		
	DATE: <input type="text"/>	ANNUAL UPDATE #2:			
#2	Successfully implement automation to increase efficiency	<i>List all that apply:</i> 2 3 6	Banner will automatically calculate SAP with all applicable rules and regulations.	Need to request statement of work from consultants; need to schedule consultants to complete work; consultants need to complete work.	SAP will automatically calculate per federal guidelines for students to view online.

ACTION PLAN					
GOAL	ALIGNMENT WITH BCC STRATEGIC PRIORITIES <small>(click link for list of Strategic Priorities)</small>	OBJECTIVE	ACTIONS/TASKS REQUIRED TO ACHIEVE OBJECTIVE	OUTCOMES, MEASURES, and ASSESSMENT	
		Automated dropping for nonpayment of fees.	Need to request statement of work from consultants; need to schedule consultants to complete work; consultants need to complete work.	Students will automatically be dropped for nonpayment of fees.	
		Implement degree audit software (CAPP).	Need to request statement of work from consultants; need to schedule consultants to complete work; consultants need to complete work.	Degree audit system will accurately determine student's progress towards goal.	
	<i>Additional Information:</i>				
	DATE: <input type="text" value="9/30/13"/>	ANNUAL UPDATE #1:	<p>All three of these are being carried forward to this year. SAP is being funded out of restricted funds and is set to be done in December 2013.</p> <p>Dropping for nonpayment will be crucial beginning fall 2014, as students will lose BOG eligibility once they have completed 100 units and/or have two consecutive semesters of probation. It will not benefit the college to have these students remain registered in classes unless they have paid their fees.</p> <p>Implement degree audit software will also be crucial beginning fall 2014, as the Student Success and Support Programs initiative requires colleges to monitor students at 15, 30, and 45 units to determine if they are making progress towards their degrees. Without degree audit software in place these calculations would have to be done manually, which would be a tremendous burden on A&R and counseling staff. There is not enough staff for this to be possible. Only through automation will we be able to meet this requirement.</p>		
	DATE: <input type="text"/>	ANNUAL UPDATE #2:	<input type="text"/>		
#3	Improve Customer Service	<i>List all that apply:</i> 2 3	#1 Telecommunications Specialist	Negotiation with Union; Approval of new position/job description; hire staff member	Telecommunication specialist will ensure enhanced customer service as there will be a staff

ACTION PLAN					
GOAL	ALIGNMENT WITH BCC STRATEGIC PRIORITIES (click link for list of Strategic Priorities)	OBJECTIVE	ACTIONS/TASKS REQUIRED TO ACHIEVE OBJECTIVE	OUTCOMES, MEASURES, and ASSESSMENT	
					member dedicated to answering the phones and assisting students through a triage system.
		#2 Full-Time Financial Aid clerk	Negotiation with Union; hire staff member		A second clerk will ensure that Financial Aid has adequate support to assist students with the financial aid process and outreach.
		#3			
<i>Additional Information:</i>					
	DATE: <input type="text" value="9/30/13"/>	ANNUAL UPDATE #1:	<p>Neither position was approved during the last cycle, but both continue to be needed. There is not enough support staff in Admissions and Records to act as the operator for the entire campus. It is difficult to balance work assignments, assisting students in person, A&R related emails and phone calls, as well as acting as operator for the entire campus. A position needs to be created to handle campus wide phone calls.</p> <p>In addition, the continued increase in the number of students applying for financial aid (see chart below) and the increased regulations that Financial Aid staff must adhere to, necessitates a new full-time Financial Aid Clerk position to assist with the ever-increasing workload.</p>		

ACTION PLAN																								
GOAL	ALIGNMENT WITH BCC STRATEGIC PRIORITIES <small>(click link for list of Strategic Priorities)</small>	OBJECTIVE	ACTIONS/TASKS REQUIRED TO ACHIEVE OBJECTIVE	OUTCOMES, MEASURES, and ASSESSMENT																				
		 <table border="1"> <caption>FA Applications Processed</caption> <thead> <tr> <th>Year</th> <th>Applications Processed</th> </tr> </thead> <tbody> <tr> <td>All 0506</td> <td>2611</td> </tr> <tr> <td>All 0607</td> <td>3266</td> </tr> <tr> <td>All 0708</td> <td>3797</td> </tr> <tr> <td>All 0809</td> <td>4393</td> </tr> <tr> <td>All 0910</td> <td>6268</td> </tr> <tr> <td>All 1011</td> <td>7380</td> </tr> <tr> <td>All 1112</td> <td>7912</td> </tr> <tr> <td>All 1213</td> <td>8176</td> </tr> <tr> <td>1314 through 10/2/13</td> <td>6197</td> </tr> </tbody> </table>		Year	Applications Processed	All 0506	2611	All 0607	3266	All 0708	3797	All 0809	4393	All 0910	6268	All 1011	7380	All 1112	7912	All 1213	8176	1314 through 10/2/13	6197	
Year	Applications Processed																							
All 0506	2611																							
All 0607	3266																							
All 0708	3797																							
All 0809	4393																							
All 0910	6268																							
All 1011	7380																							
All 1112	7912																							
All 1213	8176																							
1314 through 10/2/13	6197																							
	DATE: <input type="text"/>	ANNUAL UPDATE #2:	<input type="text"/>																					
#4	Increase automation through efficiency and meet requirements of the Student Success and Support Program Initiative	<i>List all that apply:</i> 2 3 6	#1 Implement SARS student tracking.	Need to purchase software; determine what data elements we will track; Need to request statement of work from consultants; need to schedule consultants to complete work; consultants need to complete work.																				
			#2																					
			#3																					
				Measure data tracking in SARS and the ability to autload information into Banner for MIS data submissions.																				

ACTION PLAN					
GOAL	ALIGNMENT WITH BCC STRATEGIC PRIORITIES (click link for list of Strategic Priorities)	OBJECTIVE	ACTIONS/TASKS REQUIRED TO ACHIEVE OBJECTIVE	OUTCOMES, MEASURES, and ASSESSMENT	
<i>Additional Information:</i>					
DATE:	<input type="text"/>	ANNUAL UPDATE #1:	<input type="text"/>		
DATE:	<input type="text"/>	ANNUAL UPDATE #2:	<input type="text"/>		
#5		<i>List all that apply:</i>	#1		
			#2		
			#3		
<i>Additional Information:</i>					
DATE:	<input type="text"/>	ANNUAL UPDATE #1:	<input type="text"/>		
DATE:	<input type="text"/>	ANNUAL UPDATE #2:	<input type="text"/>		
#6		<i>List all that apply:</i>	#1		
			#2		
			#3		
<i>Additional Information:</i>					
DATE:	<input type="text"/>	ANNUAL UPDATE #1:	<input type="text"/>		
DATE:	<input type="text"/>	ANNUAL UPDATE #2:	<input type="text"/>		

10. Resources Required

List all significant resources needed to achieve the objectives shown in the table above, including personnel, training, technology, information, equipment, supplies, and space. Every request for additional resources must support at least one objective.

Also list any resources required to implement planned improvements noted in 3.C.

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

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

ANNUAL UPDATE #1:

DATE:

Goal #	Objective #	Resource Required	Estimated Cost	BAP Required? Yes or No	If No, indicate funding source
2	2	Consultant (Dropping)	10,000	Yes	
2	3	Consultant (CAPP)	27,000	Yes	
3	1	Funding for position	40,000	Yes	
3	2	Funding for position	40,000	No	BFAP
4	1	SARS Student Tracking	55,000	Yes	

ANNUAL UPDATE #2:

DATE:

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