Santa Rosa Junior College

Program Resource Planning Process

Admissions and Records 2018

1.1a Mission

The Admissions, Records & Enrollment Development (ARED) Offices provide critical support for the matriculation and instructional goals of District students. Its primary mission is to ensure open and equitable student access and assure that enrollment, record management and distribution, student confidentiality, grading, attendance accounting and reporting are consistently maintained and updated as state, federal and District policies change. The department operates offices on both the Santa Rosa and Petaluma campuses.

1.1b Mission Alignment

SRJC passionately cultivates learning through the creative, intellectual, physical, social, emotional, aesthetic and ehtical development of our diverse community.

The Mission of the Admissions, Records & Enrollment Development (ARED) Office is directly aligned with the District's mission and College initiatives, specifically in the areas of:

A.   SUPPORT STUDENT SUCCESS--Support development of the whole student from early college awareness through successful completion of educational and career goals

ARED provides extensive outreach to all District high schools, including alternative, continuation, and community schools. In collaboration with the Schools Relations Office a new "Fast Forward" initiative and information card was developed specifically targeted to high school students informing them of the benefits of beginning their college career while still in high school, along with the necessary steps and forms needed to enroll at SRJC. ARED staff are part of the outreach teams who participate on each of the high school campuses on a regular basis--usually once a month during the lunch hours providing in-person service to our local high school students. Posters and flyers about the steps to success are provided to each high school.

The College Welcome letter was recently revised to include the new Student Success steps required of all new students; *Assessment, Orientation and Developing an Education Plan.* The letter is emailed to students and also posted in their student portal for easy access whenever they need to refer to the information. In addition, students are sent timely "nudge" letters advising them of which steps they have completed and which steps are still in need of completion in order to earn their "fully matriculated" status and registration priority. Once the student completes all steps, a final nudge letter is sent congratulating them on completing all necessary steps and informing them of their registration priority level and date.

B.   SERVE OUR DIVERSE COMMUNITIES--*Serve our diverse communities and strengthen our connections through engagement, collaboration, partnerships, innovation, and leadership*

The ARED opened the Dream Center in May 2015 which is a "one-stop shop" in a safe, caring place for undocumented students new and continuing at Santa Rosa Junior College. Students will receive personalized support as they begin their college journey.

Dream Center staff provide a welcoming experience while students navigate matters related to AB540 admissions, DACA, the California Dream Act, EOPS (Extended Opportunities Programs & Services), the BOG (Board of Governors) Fee Waiver, referrals to Assessment & Counseling, and the essentials of full matriculation at SRJC.

In addition to high school outreach efforts, ARED is responsible for coordinating community outreach efforts in collaboration with various departments across the District. The Director of Admission & Enrollment Services coordinates the outreach calendar and schedules regular meetings with constituents across the District. The group discusses enrollment trends and the populations we serve in order to ensure that we are reaching and serving the needs of our diverse community. ARED staff have assumed leadership in coordinating community outreach events such as Cinco de Mayo, Fiesta de Independence and various church and temple visits.

Each registration cycle, ARED secures space in one or both of the two Santa Rosa Plaza/Malls. In addition to ARED staff, the booths are staffed with individuals from various departments across the District to provide comprehensive service and information about the college's various degrees and certificate programs. Printed outreach material (English and Spanish) and computers are also provided to assist students with onsight application and enrollment services. ARED staff also attend various community and business events throughout the county on a regular basis. The ARED Director continues to connect with local business partners to discuss and develop programs and partnerships that may benefit their employees learning needs.

ARED staff work closely with the staff at the Southwest Center, which supports the non-credit ESL classes primarlily for the Latino population. ARED bilingual staff participate in ESL outreach events in the outlying areas of our county. English and Spanish applications are provided in paper format to those students who are not proficient in computer skills. However, computers are provided to assist those who choose to complete the online application as this is the preferred method.

C.   IMPROVE FACILITIES AND TECHNOLOGY--*Provide, enhance, integrate, and continousely improve facilities and technology to support learning and innovation*

The ARED Dean coordinates monthly meetings with the Infomation Technology team to discuss enhancements and issues with the current Student Information System (SIS). The SIS is an older homegrown system in need of upgrading. The IT infrastructure is a fragile system and experiences many bugs and glitches during heavy registration cycles. The ARED and IT leaders communicate regularly to maintain and improve the current system.

In addition to being a member on the state-wide Steering committees for the Open CCCApply and eTranscriptCA projects for the past ten years, the ARED Dean currently serves on the Steering Committee for the state-wide Student Portal initiative. The Dean also participates as a member of SRJC's committment to be part of the pilot project for the state-wide Education Planning and Degree Audit initiative. The Director is currently leading the training, testing and implementation of the a student recruitment module by Workday.

ARED leaders and staff are very focused and dedicated to providing efficient, student-friendly automated services to students. The Dean is currently participating on the District-wide task force to re-design SRJC's home page. The A&R Coordinator is leading the development and automation of incoming Advanced Placement scores. This implementation will allow for the electronic receipt of all student AP exams and automation in populating the prerequisite equivalency screens if students earn the appropriate score.

Two years ago, the Dean of ARED was successful in gaining approval to shift vacant A&R staff funds to fund a net new IT Programmer dedicated primarily to ARED. This position currently reports to A&R three days per week, with plans to move full-time to ARED in the next year or two. This shift has been instrumental in launching many of the new Student Success mandates involving priority registration modifications and the Welcome Letter nudges that provide new students with progress indicators to their "fully matriculated" status.

Due to the fact that so much of the work that is performed in ARED is dependent upon the IT infrasture, ARED leaders and staff are committed and seriously involved in the ongoing improvements to the current SIS, as well as interested in being part of the team to research other systems that may better suit the District's needs.

D.   ESTABLISH A STRONG CULTURE OF SUSTAINABILITY--*Establish a culture of sustainability that promotes environmental stewardship, economic vitality, and social equity*

The ARED Offices strive to provide services to students in an efficient and sustainable fashion. All ARED forms are available online and many are able to be completed and submitted online. Communication with students is provided via Constant Contact email system, and the open rate is currently 47%. ARED regularly updates information and FAQs on the A&R webpages. The Schedule of Classes and College Catalog area also available online.

The official Welcome letter to students, is sent to their email and also posted in their student portal. Important information on the required steps to enroll are provided in this letter. In addtion, effective for spring 2015, all new students will receive reminder "nudges" informing them of the mandatory Student Success steps needed to be completed prior to enrolling. Once students complete all steps, a congratulatory message is emailed to them informing them of their registration priority level. ARED works constantly with IT in enhancing the information available to students in their secure student portals, and in providing self-serve services to students so that they are not required to submit hardcopy paperwork.

The ARED recycles all non-confidential paper and shreds confidential documentation before recycling.

E.   DEVELOP FINANCIAL RESOURCES--*Pursue resource development and diversification while maintaining responsible fiscal practices and financial stability*

The ARED Office is responsible for the recruitment and maintenance of the International student visa (F-1) program (ISP).

Two ARED staff have been permanently re-assigned and their work duties shifted to accommodate the needs to increase ISP. A faculty member was re-assigned to direct the recruitment and enrollment efforts for this revenue generating program. International students pay out-of-state and capital outlay fees, in addition to the enrollment fee. More specific details on this program can be found in the ISP PRPP.

F.   IMPROVE INSTITUTIONAL EFFECTIVENESS--*Continuously improve institutional effectiveness in support of our students, staff and communities*

The ARED Office serves a vital role in the effectiveness of SRJC. All students are served by ARED in one way or another. From applying to the college to applying for graduation and requesting official transcripts to be sent to other institutions. ARED is responsible for coordinating the development of the annual Academic Calendar with various constituents across the District. ARED is also the contact for all faculty in accessing and submitting their grade rosters. Therefore, timely and informative communication with all students and all staff across the District is essential. The ARED Dean sends internal and external communication to students, staff and faculty on a regular basis to ensure effectiveness. The Dean also works closely with both the IT and Public Relations Departments to coordinate critical and timely announcements.

1.1c Description

Admissions, Records and Enrollment Development provides the following services to the District:

- Admissions and Enrollment services
- Adjudication of Petitions: Waiver of College Regulations and Course Repetition
- AB540 information and classification to eligible students
- Athletic eligibility determination
- Bi-lingual services to students
- BOG fee waiver appeals
- Certificate and Degree determination
- College Catalog-annual production and distibution
- Commencement Program-production and distribution
- Dream Center operation providing DACA and Dream Act information and determination
- Evaluation of incoming academic transcripts
- Faculty contact and support regarding census and grade roster submission
- FERPA Compliance for the District
- GE and IGETC certification
- Grade adjustments and changes
- High School Concurrent Enrollment Program

- International Student Admissions
- Online Application for Admission via CCCApply
- Policy and Procedure development
- Prerequisite Equivalency determination and evaluation
- Priority registration appeals
- Registration and Enrollment services for all credit and non-credit courses
- Residency determination
- SRJC official transcript maintenance and processing including electronic services
- Strategic Enrollment Planning for the District to develop enrollment strategies and increase student retention
- Student and Faculty portal questions
- Student Information System (SIS): lead liaison with Information Technology Department in the development and maintenance of SIS
- Subpoenas for student records
- Switchboard phone services for the District
- Verifications: certificates, degrees and enrollment

1.1d Hours of Office Operation and Service by Location

The Admissions and Records Office at the **Santa Rosa Campus** is open from 8:00 am to 5:00 pm on Monday, Tuesday, Thursday and Friday; from 8:00 am to 7:00 pm on Wednesday. The Admissions and Records Office at the **Petaluma Campus** is open from 8:00am to 5:00pm Monday and Thursday; 8:30am to 5pm on Tuesday; 8:00am to 7:00pm on Wednesday; and 8:00a m to 12:00pm on Friday.

Commencing Spring 2016, the ARED office, along with other Student Services Offices, is open the first Saturday of each month from 8:30am-3:00pm for Super Saturdays. The services will be suspended during June and July, and will resume on August 13th and 20th, just before the fall semester begins. Super Saturday regular schedule of the first Saturday of each month will resume in September.

During the months of June and July offices on both campuses are closed on Fridays.

1.2 Program/Unit Context and Environmental Scan

Admissions, Records & Enrollment Development not only provides critical services to all students and faculty of the SCJCD, the Dean and the Director of the Department serve on District-wide councils and committees, provide interpretation of Federal, State and local regulations and requirements as to how they relate to the District as a whole, and then recommend, develop and implement District policy in response to these regulations.

The Student Success Act regulations have impacted many operations and staff workloads in ARED. In addition to these staffing impacts, enrollments across the District have been declining over the last couple of years. Therefore, the ARED Office was charged with immediately working with Public Relations and others on increasing marketing and outreach in order to grow enrollments. The concept of "Instant Admissions" is also currently being explored as a incentive to increase enrollment.

The Student Success Act neccesitated that the ARED Dean chair the Registration Priority Task Force requiring modification to the current registration priority schedule.

Constituents from across the District met twice a month to review, develop and implement the new regulations, involving programming modifications to SIS and developing an appeals process. New non-credit SSSP mandates will necesitate the need to modify the current priority registration schedule to provide non-credit students with priority status effective fall 2016. Modifications to the Welcome letter were completed to clearly inform new students of the new requirements, leading to the automation of customized reminder nudges informing students as to which requirements they have met and/or still need to complete.

Student Success mandates further impacted the workloads of the evaluations staff, resulting in a SSSP funded evaluator position which was hired in early 2015. This new position is needed in order to evaluate and post the prerequisite placement of transfer coursework. Additionally, all transfer coursework evaluations must be completed by A&R in a timely fashion to allow the counselors with the ability to review student coursework and develop the mandated education plans. Even though SRJC has a degree audit program, it is limited to local SRJC work only and does not currently include transfer coursework, thus making this an incomplete tool for students and college staff in determining the student's progress toward degree and certificate completion. Evaluation staff will participate on the statewide Education Planning and Degree Audit initiative, which will add to their already impacted workloads.
The needs of ISP in navigating the federal regulations and coordinating staffing, continues to impact the workload of the ARED Dean and the existing ISP and ARED staff. As the enrollment numbers increase for this program, additional staff will be needed to grow and maintain this program. Additionally, the ARED office does not have the flexibility and capacity to continue to house ISP. Therefore, additional office space and a center dedicated to our international students will be needed within the next year..
SEE the ISP PRPP for further information.

2.1a Budget Needs

- Given the broad range of services provided by ARED, the budget is used with a high rate of effectiveness in each category. Additional Student Success funds could be utilized in qualifying areas.

2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale

2.2a Current Classifed Positions

Rank	Location	SP	M	Amount	Brief Rationale

Position	Hr/Wk	Mo/Yr	Job Duties
Coordinator, Admissions & Records	40.00	12.00	Administrative Assistant to Dean; monitors office budget; Technical Liaison with computing services; Lead trainer in Student information system; operates and maintains the control site of CCCAPPLY; maintains official department documents.
Coordinator, Student Academic Records	40.00	12.00	Position responsible for maintaining student academic record information and faculty grade roster information; end of semester processing and reports; responsible for the evaluation and processing of all District certifcate awards; processing and responding to subpoenas.
Evaluation Specialist II	40.00	12.00	Lead Evaluator position responsible for certifying athletic eligibility for students participating in the College's athletic programs; responsible for the coordination and evaluation of incoming transcripts for graduation, majors and transfer.
Evaluation Specialist II	40.00	12.00	Lead Evaluator responsible for the coordination of graduation processes and secondary on athletic eligibility; evaluation of incoming official transcripts for general education, transfer, degree majors.
Evaluation Specialist I	40.00	12.00	Responsible for the evaluation of incoming official transcripts for general education, transfer, degree majors and certificates. Responsible for the printing and mailing of student diplomas.
Evaluation Specialist I	30.00	12.00	Responsible for the evaluation and processing of incoming official transcripts for general education, degree, majors, certificates and transfer. Primarly responsible for processing CSU GE and IGETC certifications.
Evaluation Specialist I	40.00	12.00	Responsible for evalution of incoming official transcripts for general education,degree, majors and transfer. Primary responsiblity for prerequisite equivalency evaluation and verification.
A&R Specialist	40.00	12.00	Lead Admissions Specialist responsible for proper admission of all students and accurate residency verification. Duplicate student record SID merges.
A&R Specialist	40.00	12.00	Lead Specialist responsible for processing verifications, prerequisite challenges; customer service on counter and phones; assists with Dream Center
A&R Specialist	40.00	12.00	Lead Information Specialist responsible for coordination and processing of student petitions and processing official transcripts; customer service on phone and counter.
A&R Specialist	40.00	12.00	Lead Registration Specialist responsible for batch registrations; customer service at counter and phones
A&R Specialist	40.00	12.00	Lead Transcript Specialist position responsible for official transcript processing and fee posting; assists with processing student petitions; customer service on phone and counter.

Position	Hr/Wk	Mo/Yr	Job Duties
A&R Specialist	40.00	12.00	Information Specialist responsible for customer service on phones and counter, outeach assistance, residency and SID merges.
Administrative Assistant I	40.00	12.00	A&R Technician responsible for the main switchboard for the college and oversight of the front counter informaiton counter.
Computer Programmer (A&R)	40.00	12.00	A&R programmer responsible for critical A&R programming needs such as end of semester processing, the online application, electronic transcripts, welcome letter and nudges.
VACANT--Evaluation Specialist I	40.00	12.00	Responsible for evalution of incoming official transcripts for general education,degree, majors and transfer. Primary responsiblity to process CSU GE and IGETC certifications.

2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Dean	40.00	12.00	Responsible for the coordination, management and operations of District Admissions, Records & Enrollment Development Offices and International Student Admissions, including faculty rosters, evaluations and enrollment management of the District; ; responsible for the coordination and production of the College's annual catalog; prepares and monitors budget compliance for the department.
Director, Admissions & Enrollment Services	40.00	12.00	Responsible for the management and operations of admissions, enrollment and international student program for the District; preparation and distribution of weekly enrollment reports; strategic enrollment; receives and hears appeals from students to waive college rules and regulations with the authority to make exceptions to college policies and procedures; responsible for proper accounting of all District enrollment fees and tuition collection, and ensures minimum exposure to error or misappropriation; prepares and monitors budget compliance for the department.

2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Student Employee	15.00	12.00	Front counter and phone customer service; filing and imaging of student records.
Student Employee	18.00	12.00	Front counter and phone customer service; filing and imaging of student records.
Student Employee	25.00	12.00	Evaluations area student responsible for preparing graduation files, mailing out diplomas and certificates and imaging student records.
STNC	25.00	6.00	Evaluations area backfill for vacant Evaluation Specialist I position.
STNC	25.00	3.00	Admissions area backfill for AAI position out on medical/catastrophic leave
STNC	15.00	3.00	Admissions area backfill for AAI position out on medical/catastophic leave

2.2d Adequacy and Effectiveness of Staffing

The **Santa Rosa ARED Office** employs 15 full-time, and 1 part-time classified staff, and the **Petaluma ARED Office** employs 2 full-time classified staff serving a student population of approximately 66,000 per academic year; with a ratio of 1:3666 staff to students. The Admissions, Records and Enrollment Development Office is one of the largest departments in the Student Services component of the District.
The ARED offices serve approximately 26,000 students during each Fall and Spring semester and approximately 15,000 in the Summer term. The department is divided into three components: Admissions--which includes admissions,information, registation, residency and the switchboard; Academic Records--which includes athletic eligibility, evaluations, student records, transcripts and rosters; and International Student Program which is responsible for the District's F-1 Visa program.
A common ratio for ARED staff to students for other Community Colleges in California is 1:1,500. Therefore, SRJC is behind industry standards for adequate staffing. Given this type of comparison, it could be said that SRJC ARED is highly efficient albeit understaffed.

Since 2014, the ARED budget also supports one FT net new IT Programmer primarily dedicated to the programming needs of ARED. Although the Programmer currently reports to the IT Director, the ARED Dean consults regularly with the IT Director on the workload prioritization of projects. This programming position has been critical in the development and deployment of SSSP programming, however, the original rationale was to work primarily on automating more of the Records and Evaluations areas (degree audit, transcripts) functionality. In summer 2018, work has resumed on completing the next phase of the homegrown Degree Audit system which will significantly assist in the auto-awarding of degrees and certificates. Student's transfer work from other institutions will be included in the Degree Audit to provide a more accurate and comprehensive tool for students, staff and counselors.

ARED managers and staff continue to serve on the steering committees for the CCCApply online application and the eTranscriptCA electronic transcript service. Both of which require ongoing updates and programming that ARED staff lead in collaboration with IT. The former AAIII for the office was reclassified to a coordinator due to the need for regular communication and coordination with the IT and PR departments. This position is critical in coordinating the technological needs of A&R and working closely with the programmers to implement and automate A&R functions and student support services. Therefore, A&R is in need of an Administrative Assistant III to handle the day-to-day admin responsibilities for the Dean and Director, as well as the office.

2.2e Classified, STNC, Management Staffing Requests

Rank	Location	SP	M	Current Title	Proposed Title	Type
0001	Santa Rosa	01	02	none	Administrative Assistant III	Classified

2.3a Current Contract Faculty Positions

Position	Description

2.3b Full-Time and Part-Time Ratios

Discipline	FTEF Reg	% Reg Load	FTEF Adj	% Adj Load	Description
NOT APPLICABLE	0.0000	0.0000	0.0000	0.0000	

2.3c Faculty Within Retirement Range

NOT APPLICABLE

2.3d Analysis of Faculty Staffing Needs and Rationale to Support Requests

NOT APPLICABLE

2.3e Faculty Staffing Requests

Rank	Location	SP	M	Discipline	SLO Assessment Rationale

2.4b Rationale for Instructional and Non-Instructional Equipment, Technology, and Software

Currently the annual catalog is produced each year using In-Design in the A&R Office. The collection of all of the components of the publication requires a lot of staff time, manual updates and duplication of efforts from multiple departments, primarily A&R and Curriculum. Formatting issues and inconsistency with using a legacy template for producing the catalog is very time consuming. Most colleges have Curriculum Management systems that also provide an integrated catalog production tool. This new tool would not only benefit in the production of the annual catalog, but also assist in managing the curriculum changes and updates for the District.

2.4c Instructional Equipment Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact

2.4d Non-Instructional Equipment and Technology Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
0001	ALL	08	06	Catalog production software	1	$90,000.00	$90,000.00	Freyja Pereira	all	Mitch Leahy

2.5a Minor Facilities Requests

Rank	Location	SP	M	Time Frame	Building	Room Number	Est. Cost	Description
0001	Santa Rosa	04	07	Urgent	Plover	Admissions and Records	$0.00	Sound proofing walls/panels to be installed between the office restroom and the evaluations area of the office--this is a constant noise distraction for evaluation staff as well as a violation of privacy to those using the restroom.

2.5b Analysis of Existing Facilities

The Admissions, Records & Enrollment Development Office (ARED) relocated to Plover Hall in April 2008. At that time, the office was considered very spacious and appeared to be an adequate amount of space needed for the office. However, with the growth in the International Student Program (ISP) area, the ARED office has outgrown the current space.   Plans are currently in devlopment to remodel the ARED Office and the current Dream Center/Cashiers Office, which will add at least 5 additional workspaces and a small conference room to ARED. Construction of this project should commence in December 2018 and be completed by April 2019.

The Plover Information Desk was converted to the Dream Center in May 2015. At the time of the grand opening, there was concern from many in and outside of ARED that the space was inadequate. With the creation of a dedicated Outreach Office in 2017, the Dream Center is now part of Outreach. In addition to the remodel mentioned above, the Dream Center will be relocated to the vacant Student Equity Office on the northern end of Plover Hall.

There are a few improvements still needed at this time:
There is inadequate sound insulation throughout the office. The shared wall of the office restroom and the Evaluations Area is not adequately insulated. Every flush of the toilet, dispense of the paper towels, and use of the sink can be easily heard by the evaluation staff on the other side of the wall creating a constant disruption to the staff in the evaluations area, and a concern for privacy for those using the restroom. It is recommended that soundproofing walls or additions be added to remedy this problem.
Also, the two Director's offices (523 and 524) and the International Student Program Director's Office (#518) have very thin walls, and voices and other noises can be easily heard on either side, thus causing an issue with confidentiality. It is recommended that sound proofing walls be installed. One-way privacy shading is also needed to provide appropriate privacy on the large four windows directly behind the front counter. Admissions staff need to be able to see the counter, but one-way window shading is needed so that the public cannot see the work stations behind the windows.
The office is accessible to disabled students and staff. One of the five customer service windows is also an ADA compliant customer service window. However, the other four customer service windows will be converted and lowered to be ADA accessible during the ARED remodel in December 2018.

3.1 Develop Financial Resources

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3.2 Serve our Diverse Communities

Diversity of staff is a vital component of the Admissions, Records & Enrollment Development Offices necessitated by the diversity of the student population being served. The department promotes sensitivity to diversity and strives to provide a welcoming and comfortable environment for our increasingly diverse student population. All current recruitments for classified, student and short-term, non-continuing positions include a stated preferred skill of Spanish/English bilingual.

The SRJC Dream Center was opened in Plover Hall on the Santa Rosa Campus in May 2015. The Dream Center is a "one-stop shop" in a safe, caring place for undocumented students new and continuing at Santa Rosa Junior College. Students receive personalized support as they begin their college journey. A Dream Center is also available on the Petaluma Campus.

Dream Center staff provide a welcoming experience while students navigate matters related to AB540 admissions, DACA, the California Dream Act, EOPS (Extended Opportunities Programs & Services), the BOG (Board of Governors) Fee Waiver, referrals to Assessment & Counseling, and the essentials of full matriculation at SRJC.

In addition, a DACA and Dream Act brochure was created in both English and Spanish. The online application (Open CCCApply) is available in English and Spanish.

As part of the initiative to increase access to Latino students in outlying areas, the use of the online application proved to be a barrier to enrollment due to the high number of students who were computer illerate. As a result, the Spanish paper application was re-instituted and a team of bilingual ARED and Assessment staff performed outreach events to help students complete the paper application and successfully enroll in non-credit classes at the local high school and community centers close to their home or work.

Over a third of the permanent, part-time, short-term and student employees in the Admissions, Records & Enrollment Development Offices (both the Santa Rosa and Petaluma Campuses), including International Student Admissions are able to provide bilingual services in the following seven languages: Spanish, Cantonese, Laotian, Thai, Mandarin, Vietnamese, and Italian.

In addition to being ethnically diverse, the staff in ARED reflects a diverse educational attainment level from high school to master's degree graduates, and an age range from 18 to 64. Although the offices are staffed predominately by females, this past year we hired five male employees and student workers for a total of seven males and 21 females.

3.3 Cultivate a Healthy Organization

All Classified staff are encouraged to enroll in classes, professional and personal development workshops. The Dean is proactive in obtaining or preserving funds in the budget to cover the costs and release time for staff to participate in these types of development activities.

Regular staff meetings are held each semester to provide staff with necessary training on changes to policies, procedures or education code.

Staff participate on District-wide committees, interviewee committees, task forces and PDA activities.

Staff also participate in necessary state and national trainings, meetings and webinars.

3.4 Safety and Emergency Preparedness

Staff have been trained to use the code phrase "**Call Theresa Stewart**" to call District Police when we have a problem at the front counter. All the front counter work stations are equipped with "panic Buttons" which when pressed immediately alert the District Police. There is also a panic button installed at the Administrative Assistant's desk (away from the front counter).

The Plover Lobby is equipped with three cameras that focus on the counter areas of ARED as well as Financial Aid and Scholarship. A camera is also in placed inside the Records vault.

ARED currently has four Area Safety Coordinators (ASC), Freyja Pereira, Debbie Reidmuller, Ilda lua, and Mitch Leahy. All four ASCs attend the District sponsored safety trainings and are currently involved in developing an office safety plan.

3.5 Establish a Culture of Sustainability

ARED has made great strides in regards to sustainability:

- All of the ARED forms are available online, and the majority of those forms are able to be submitted/downloaded online via Sharepoint, thus eliminating the need for printed forms.

- All registration transactions are automated and sent to student email on file and/or student portal: registration confirmation, welcome letter, student success nudges, action on petitions, graduation and certificate petitions.

- Confidential information regarding residency is sent confidentially via the student portal.

- Announcements regarding important dates/deadlines and upcoming registration announcements are sent regularly via Constant Contact email.

- 90% of Enrollment and Degree Verifications are done online through the National Student Clearinghouse replacing paper verifications and mailings and student pick-ups.

- 100% of official transcript requests are done online through the National Student Clearinghouse, replacing paper transcript requests.

- SRJC has participatied as member of eTranscriptCA in the sending and receiving of electronic official transcripts for the past ten years. SRJC continues to partner with other transcript vendors, Currently we accept electronic transcripts from: Credential Services, Script-Safe, Parchment, National Student Clearinghouse, World Education Services (WES), Joint Military Services. Advanced Placement test scores will be accepted electronically beginning in fall 2015.

- The department recycles all non-confidential paper with a blank side as scratch paper, and shreds all confidential documents.

- Email and communication through the student portal is used as often as possible to reduce the use of paper and traditonal mail.

- A centralized FAXing system has been implemented, allowing email connection to our department FAX machines.

- Printers have been removed from the computer kiosks in the lobby to reduce paper consumption. Training pamphlets have been replaced by online Camtasia videos.

- Recycle printer cartridges

4.1a Course Student Learning Outcomes Assessment

NOT APPLICABLE

4.1b Program Student Learning Outcomes Assessment

- As a result of receiving email communications from ARED, SRJC students will be able to: have a clear understanding of critical enrollment dates and deadlines, locate the web-based admissions application and registration system enabling them to easily apply to the college and register for classes. **(Assessed Fall 2009-Fall 2013)**

- As result of automated email and student portal reminders concerning current progress towards being fully matriculated, new to college students will successfully complete orientation, counseling, and assessment by the end of their first semester. **(Will be assessed Fall 2015)**

Outcomes

- Thorough analysis of the reports generated by Constant Contact after each mass email is sent, has been determined that approximately 50,000 students can be contacted through an email postcard, with an average of 42.22% of the students actually viewing the email and 14% of the recipients who click on a link to the College website for enrollment related actions.

- The email postcard provides the ability for a student to "opt out" of the emails and also the ability to forward the email to another email address. There is an average "opt-out" rate of approximately 2.4% and and usually 0.1% forward any given email.

- The average rate of "bouncebacks" or invalid emails is generally about 2.4% per email harvest.

4.1c Student Learning Outcomes Reporting

Type	Name	Student Assessment Implemented	Assessment Results Analyzed	Change Implemented
Service/Program	Constant Contact CRM software	Fall 2012	Fall 2013	N/A
Service/Program	Constant Contact CRM software	Fall 2011	Fall 2012	N/A
Service/Program	Constant Contact CRM software	Fall 2013	Fall 2014	N/A
Service/Program	Constant Contact CRM software	Fall 2010	Fall 2011	N/A
Service/Program	EMT Connect email Communicatio	Summer 2009	Fall 2010	N/A
Service/Program	Matric Step Student Email	Fall 2014	N/A	N/A
Service/Program	Outreach effectiveness	Fall 2008	N/A	N/A

4.2a Key Courses or Services that address Institutional Outcomes

Course/Service	1a	1b	1c	2a	2b	2c	2d	3a	3b	4a	4b	5	6a	6b	6c	7
Constant email Communication		X	X	X	X					X	X					X
Outreach Effectiveness		X	X	X	X		X	X	X	X	X	X		X	X	X

4.2b Narrative (Optional)

A & R's SLO's meet the following Institutional Learning outcomes:
- Foundational skills – the ability to read and comprehend critical admissions and enrollment information and demonstrate mastery of that knowledge
- Personal development and management – student must demonstrate taking responsibility for managing their enrollments and academic records.
- Critical analysis – must be able to synthesize the important information necessary to understand pertinent dates and deadlines, and navigate the A & R student record system via WebLink.
- Responsibility – Students are continually reminded of their personal responsibility to be aware of their enrollment and academic status at all times.

5.0 Performance Measures

The Admissions, Records and Enrollment Development Office data represents the total college demographic data, since all students must utilize the functions of the ARED Office at some point in their educational career at SRJC (often many points), and therefore we do not have a cohort to compare and analyze. We represent the whole that all other departments are comparing their cohorts to. All students must apply and register to the college through the ARED Office. All data change forms (name, address, phone) are submitted to ARED. All students who earn a certificate or degree must complete the necessary paperwork required and submit it to the ARED Office. All official transcripts and verifications are processed in ARED. All District students must utilize one or more the services of the ARED Office.

Performance Measures:
Cohort Title: High school Concurrent Students

The admission and enrollment process for high school concurrent enrollment students is different   in that, each student is considered a "special-admit" student as defined by Title 5 regulations. Each special admit student must submit an SRJC Application for Admission _and_ a Concurrent Enrollment Program Request Form. This form must contain signatures of the high school principal and counselor, recommending and authorizing the student for admission and enrollment at SRJC. These students are treated as new students each semester that they enroll at the College, and are subject to restricted enrollment during each Summer session as prescribed by SB 338. SRJC is also responsible for restricting the high school concurrent enrollments in all PHYED (KAD) and ATHL classes to 10% of each course section.

High School concurrently enrolled students represent approximately 5.6% of the total student population, which signifies a 23% increase from the 2012-13 year. At the Santa Rosa Campus - high school students represent 8.5% of the population, and in Petaluma, they account for 12.2% of that campus population.

Cohort Title: High school Concurrent Students				
2014-2015	**High School Concurrent**	**District No.'s**	**High School Concurrent %**	**District %**
GENERAL DATA				
Total Students	2434	39,861	100.00%	100.00%
Enrolled in Credit	2234	32,783	91.78%	82.24%
Enrolled in Non credit	291	13,865	11.96%	34.78%
English Primary Language				
Yes	2216	31,985	91.04%	80.24%
No	218	7,876	8.96%	19.76%
Enrollment Location				
Online ONLY	123	1,636	5.05%	4.10%
Santa Rosa ONLY	1,592	17,302	65.41%	43.41%
Petaluma ONLY	359	2,474	14.75%	6.21%
Other ONLY	70	7,153	2.88%	17.94%
Santa Rosa & Petaluma	174	4,469	7.15%	18.74%
Santa Rosa & Other	108	3,430	4.44%	8.60%
Santa Rosa, Petaluma, Other	8	397	.33%	1.00%

	ACCESS			
Gender				
Male	1,063	17,400	43.67%	43.65%
Female	1,261	22,074	51.81%	55.38%
Unknown	100	387	4.52%	.97%
Age Group				
< 20	2,275	8,227	93.47%	20.64%
20 - 24	101	11,259	4.15%	28.25%
25 - 29	31	5,703	1.27%	14.31%
30 - 34	7	3,487	0.29%	8.75%
35 - 39	6	2,223	0.25%	5.58%
40 - 49	8	3,191	0.33%	8.01%
50 +	6	5,771	0.25%	14.48%
Ethnicity				
White	1082	20,757	44.45%	52.07%
Asian	150	1,461	6.16%	3.67%
Black	32	939	1.31%	2.36%
Hispanic	940	12,769	38.62%	32.03%
American Indian/Alaskan	8	263	0.33%	0.66%
Pacific Islander	7	141	0.29%	0.35%
Filipino	25	333	1.03%	0.84%
Multiple Ethnicity	142	1,694	5.83%	4.25%
Unknown	48	1,504	1.97%	3.77%
Disability				
Primary Disability	52	2,776	2.14%	6.96%
Secondary Disability	10	518	0.41%	1.30%
Dept of Rehabilitation	0	53	0%	0.13%
2013-2014	**High School Concurrent**	**District Numbers**	**High School Concurrent %**	**District %**
ACCESS - continued				
Financial Aid				
Not Received	2,370	26,619	97.37%	66.78%
Received	64	13,242	2.63%	33.22%
BOG Waiver	63	12,847	2.59%	32.23%

PELL Grant	7	4,440	0.29%	11.14%
Other	2	1,898	0.08%	4.76%
PROGRESS				
Persistence				
Enrolled in Fall	1,084	27,766	44.54%	69.66%
Persisted to Spring	665	19,036	61.35%	68.56%
Did not Persist	419	8,730	38.65%	31.44%
COURSE COMPLETION				
Degree Applicable				
Attempted	4066	*127,122*	85.26%	*78.51%*
Failed	885	34,485	21.77%	27.13%
Successful	3,181	92,637	78.23%	72.87%
ESL				
Attempted	17	*1,670*	0.36%	*1.03%*
Successful	13	1,332	76.47%	79.76%
Failed	4	338	23.53%	20.24%
English				
Attempted	20	*1468*	0.42%	*0.91%*
Successful	11	898	55.00%	61.17%
Failed	9	570	45.00%	38.83%
Math				
Attempted	40	*2,222*	0.84%	*1.37%*
Successful	22	1,395	55.00%	62.78%
Failed	18	827	45.00%	37.22%
ACADEMIC SUCCESS				
Degrees	0	1,454	0	3.65%
Certificates	0	566	0	1.42%
Optional Under General Data				
	508	7,999	100.00%	100.00%
Petaluma Units Breakdown				
Zero Units	8	453	1.57%	5.66%
3.0 OR LESS	217	2,537	42.72%	31.72%

3.5 - 6.0 units	155	1,940	30.51%	24.25%
6.5 - 9.0 units	52	1,075	10.24%	13.44%
9.5 - 12.0 units	21	614	4.13%	7.68%
12.5 - 15.0 units	14	431	2.76%	5.39%
15.5 - 18.0 units	13	278	2.56%	3.48%
18.5 - 21.0 units	24	247	4.72%	3.09%
21.5 - 24.0 units	4	176	0.79%	2.20%
24.5 - 27.0 units	0	166	0%	2.08%
27.5 - 30.0 units	0	56	0%	.70%
30.0 +	0	26	0%	.33%
12.0 - 21.0 units	48	1057	9.45%	13.21%
21.5+	13	485	2.56%	6.06%

6.1 Progress and Accomplishments Since Last Program/Unit Review

6.1 Progress and Accomplishments Since Last Program/Unit Review	Location	SP	M	Goal	Objective	Time Frame	Progress to Date

Rank							
0001	ALL	01	02	Implement one summer/fall registration cycle	Create one registration cycle so students can register for both summer and fall before the spring classes end.	2017-18	The summer/fall registration cycle in April 2018 was a success. This was the smoothest registration cycle to date. Students seemed to appreciate the ability to register for fall before spring let out. We will continue to consult with Counseling, Scheduling, IT and other departments to identify and remedy any unintended consequences.
0002	ALL	01	02	Create/implement one application for summer/fall registration	Since we are moving to one registration cycle, one application would compliment and ease the process for students.	2017-18	This was a fairly simple task. Students complete one application now whether they are appying for summer and fall or only one of the two. There are now only two applications periods--spring and summer/fall.
0003	ALL	04	02	Implement student text message system (Regroup)	Implement technology to allow the sending of text messages to students.	2017-18	A&R and other departments now have the ability to text and email student messages using ReGroup. For years, we only had the ability to email students important messages about registration, etc., but texting is the new norm for students.
0004	ALL	08	02	Convert paper A&R forms to ADA compliant online forms	In addition to ensuring that all student forms are ADA compliant, strengthen online services provided to students and eliminate paper forms.	2017-18	The majority of the A&R forms were converted to online forms using FormStack. Although students are able to submit the forms online, the process is not linked to SIS which would further streamline the process for staff. We are working with IT now to incorporate these forms into SIS.
0005	ALL	08	02	Create online GE and IGETC certification forms to be sent electronically to other institutions	Create a GE/IGETC certification form to accompany the online transcripts.	2017-18	SRJC was able to send official transcripts electronically, however the GE/IGETC certifcation was a paper form and process, thus requiring it to be mailed separately via USPS. A&R staff worked with IT programmers to implement an online form that can be sent electronically with the official transcript.

0006	ALL	01	02	Create online form for Commencement participation	Online automation to allow students to submit their Commencment participation request online; save paper and eliminate the redundant workload for A&R staff.	2017-18	Although we need to work out a couple of glitches with duplications, the launch of this form has proved susccessful for both students and staff.
0007	ALL	08	02	Create and implement fee reversal form to streamline workflow between A&R and Accounting	Improve turn around time for students requesting refund, and eliminate costly paper proces and staff hours to complete.	2017-18	Automated form created in Sharepoint that allows A&R staff to quickly complete and send form to a data base for the Accounting staff. Success.
0008	ALL	04	06	Participate on the District SIS ERP project to replace current SIS	Migrate to a new SIS vendor as it is believed our current homegrown is not sustainable.	2017-18	Four members of A&R participated in the SIS ERP project. However, the consensus from all participates was to postpone a decision to migrate for at least one or two years while monitoring progress by Ellucian Banner, Workday, and other systems. Plan to sustain the SRJC SIS for at least four more years based on the assumption that migration to a new system might occur in two years and would require two additional years to complete. Also, it is recommended we conclude the current SIG contract after the vendors are notified.
0009	ALL	04	07	Upgrade ILINX imaging software to current version	Need to stability issues with the current version, it was recommended that we upgrade to the current version.	2017-18	Process complete and functionality is optimal.
0010	ALL	01	02	Implement College Scheduler	Provide students with a tool to develop mulitiple schedule scenarios to find their best schedule in advance of their priority registration time.	2017-18	IT programmers needed less than 2 weeks to implement the College Scheduler. Students began using the scheduler for planning their summer 2017 and fall 2017 schedules. Feedback from students is positive. Next step is to fine tune the analytics to help plan classes that students need and when they want to take them.

6.2b PRPP Editor Feedback - Optional

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6.3a Annual Unit Plan

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0001	ALL	01	02	Implement one Summer and Fall registration cycle for students	For year two, continue to evaluate, identify and resolve any unintended consequences of the summer/fall registration cycle.	2018-19	A&R and IT staff time to continue to monitor and enhance the summer/fall registration cycle.
0002	ALL	01	02	Implement dual enrollment CCAP partnerships with local high schools.	Continue to collaborate with high school administrators, Schools Relations and PR to enhance the high school concurrent program and add dual enrollment CCAP partnerships.	2018-19	Time to meet and develop marketing materials and information; may include programming to waive dual enrollment fees. Revise forms and develop marketing to high school students and parents.
0003	ALL	01	02	Complete Phase 2 and implement comprehensive Degree Audit tool.	Develop and implement a module in SIS that will allow A&R evaluation staff to enter transfer course and AP test articulations into SIS that will then auto populate the Degree, Certificate and GE pattern audits. This will automate staff workload and significantly reduce repetative manual processes and paperwork.	2018-19	A&R and IT staff time to meet to develop, test and implement transfer credit screen module in SIS.
0004	ALL	01	02	Implement Reverse Transfer and increase number of degrees awarded.	Collaborate with National Student Clearinghouse to implement Reverse Transfer which will allow SRJC to identify students who transferred to four year univeristies without earning a degree at SRJC but have since completed the remaining graduation requirements at the university.2018-19	2015-2016	A&R and IT staff time to meet to discuss programming needs and implementation timeline. This may be an additional workload for evaluation staff, and therefore discussion and planning will be needed.
0005	ALL	08	02	Online form integration with SIS	Many of the A&R forms were converted to ADA compliant online forms using FormStack. However, this process is not integrated with SIS creating additional workload and inefficientcies for staff.	2018-19	A&R and IT staff time to meet and program forms into SIS.
0006	ALL	08	06	Revise current SRJC policies	Revise and update the FERPA policy 8.2.9 and implement online FERPA training module for all District employees; revise Grading Policy 3.10 to include EW grade (excused withdrawal); revise Degree Policy 3.2 to allow for reverse transfer degree awarding.	2018-19	A&R and IT staff time to meet and discuss programming needs. Shared Governness will be needed to review, discuss and implement policy and procedures.

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0007	ALL	04	07	Remodel A&R and current Dream Center	With the expansion of ISP and the Outreach Team moving into A&R, there is a need for more workstations for staff. The curved wall in A&R prohibits any workstation expansion, therefore remodeling to remove the curved wall and expand the current Welcome Center, and also install a new meeting room will provide adequate staff space as well as a conference room for meetings.	2018-19	A&R staff time to meet with facilities to plan the remodel. Some staff on the north end of A&R may need to be relocated during the three month construction in spring 2019, therefore swing space will be needed.
0008	ALL	08	07	Revise FERPA policy and forms; develop online training module for all staff and faculty. All staff and faculty are required to receive FERPA training.	Ensure policy is complaint with Federal regulations and provide an annual online training for staff and faculty using the HR training software LawRoom.	2018-19	Staff time to review regulations and attend trainings to develop and launch staff and faculty trainings. Work with IT and HR staff to launch the LawRoom training module.