

Annual Administrative Leadership and Unit Review (2013/14)

is the ongoing, systematic assessment of our programs and services. Many levels of assessment provide information upon which decisions can be based, including Student Learning Outcomes at the course, program and institutional level, Instructional Program Review, Student Services Program Review and Administrative Leadership and Unit Review (ALUR) make up the central review components of the integrated planning process at Skyline College. The purpose ALUR is to improve the overall quality of services and to ensure that the units are effective in meeting the needs of our diverse faculty, staff and students. Along with Academic Program Review, ALUR supports the realization of the Strategic Plan by providing a system to ensure that our current work is effectively connected to the college mission, vision, values and goals. ALUR will inform the college strategic priorities and resource allocation decisions.

Research indicates that collecting and analyzing evidence leads to improvement of institutional or unit level effectiveness. In addition, the benefits of conducting ALUR include:

- Provides for ongoing review of unit services and programs
- Documents outcomes assessment and internal improvement efforts
- Allows each unit to demonstrate how well it is performing
- Facilitates the integration of planning to resource allocation (budgeting and expenditures)
- Facilitates evidenced based decision making related to planning and budgeting
- Facilitates a continuous improvement process that includes prioritizing improvements.
- Establishes, clear priorities that link to university mission and priorities
- Improves short-range and long-range planning to reach those priorities
- Facilitates participation and input from members regarding improvement
- Facilitates the integration of assessment methods into its operations for continual feedback
- Improves levels of client, participant, student, community and employee satisfaction
- Enhances communication within the department
- Supports skill development and improvement for staff and administrators in the unit
- Facilitates a broader understanding of college planning and budgeting processes

Annual Administrative Leadership/Unit Review and Service Outcomes Assessment

Administrative Unit: Admissions and Records

Prepared by: _John R. Mosby

Date: 9/16/13

Contact David Ulate for data, research and assessment assistance. Please submit your completed forms to Ulated@smccd.edu in addition to forwarding them to your supervisor. Please submit only your Worksheets. Do not alter the forms, or eliminate pages. If a page does not apply simply mark N/A.

The Administrative/Leadership and Unit Review and Service Outcomes Assessment

The Administrative/Leadership and Unit Program Review and Service Outcomes Assessment should be developed with input from the staff within the unit. It is meant to provide a broad understanding of the unit, current trends related to the unit's mission, and how the unit serves to meet the overall mission or goals of Skyline College and the San Mateo County Community College District.

2. **What are the Service Area Outcomes for your unit? To provide excellent customer service to all members of the college community. Also, to consistently provide a “student’s first” philosophy when interacting with our student population.**
3. **What is the mission of your unit? How does this mission serve the overall College and District Mission? The department is committed to welcoming, recruiting and admitting a diverse student population reflecting the community served. Admissions strives to foster student confidence in their ability to engage in their academic and career training by making the admission process informative, accessible, inclusive and supportive.**
4. **List the functions of your unit.**

Function	Done in Collaboration with (leave blank if this function is not in collaboration with another unit)	Note if this is: development and enhancement of our communities, a leadership role, an advocacy role, resource development, planning or services
Degree/Certificate Evaluations/IGETC, CSU Certification		services
Front Counter Service / phones, emails		“
Transcripts		“
Residency determination, petitions, census		“
Application processing, Academic Renewal		“

5. Please provide an update on **previous year** goals and initiatives. What were the major goals and accomplishments?

College Goal	Strategy	Unit	Objective	Measurement Criteria	Outcome/Status (ongoing, completed)
Payment Plan Education	Communication plan	A&R	Educate students about their financial responsibilities and the consequences of failing to pay student fees or making payment arrangements.	Phone calls, reviewing data, communication plan	Successful for previous semesters but outcome will always be ongoing since population varies semester to semester
Streaming enrollment process	Business Process Analysis (BPA)	A&R, district	Examine enrollment process at SMCCD to identify more efficient ways to serve students.	Map existing process, from application and matriculation, through registration and bill payment.	Mapping process has been revised and manual processes are at a minimum. Processes are more automated.

6. What are the key internal and/or external factors that have occurred in the last year that affect your area? We have had staff leave to explore other opportunities and a reduction in our Measure G personnel that has stretched staff in terms of meeting all needs to serve department and students. At the same time, our enrollment headcount continues to increase each semester.
7. What are the **upcoming** leadership and operational goals and initiatives that will connect to the college goals for your unit? (Before writing your goals and objectives be sure to review other Program Review documents related to your unit to discern if there are service needs.

College Goal	Strategy	Unit	Objective	Measurement Criteria	Resources Needed
Recruit and retain staff	Professional Development & Hiring of Staff	A&R	To meet the needs of the college and providing access to opportunities for professional growth of advancement.	Identifying professional development activities and working with staff on their professional development plans and goals	Personnel / Hiring of Staff
Enhance institutional effectiveness	Participatory governance opportunities for staff	A&R	Identify committees for staff, opportunities for staff to feel included and part of decision making process.	Work to identify opportunities and then meet with staff periodically to review their experiences and provide guidance (if needed)	Appropriate staff time allowed for participation – due to staff constraints, can be challenging

8. **Provide the official Organizational Chart of your unit and an ideal chart that includes all levels of services and positions.**
Please provide a brief narrative descriptions by numbering the chart and including a numbered list with clarifications on a subsequent page. If you wish make this an appendix item. (at end of document)

9. Staffing Profile (Please indicate the number in terms of FTE. (i.e. a full time staff =1 FTE / and a half time staff =.5 fte)

Position	Staffing Levels for Each of the Previous four years as of July 1					Anticipated total staff needed as of July 1				
	2010	2011	2012	2013		2014	2015	2016	2017	2018
Administration		2	2	2		2	2	2	2	2
Classified Staff FT		7	7	6		10	10	10	10	10
Classified Staff PT		2.01	2.01	.67		0	0	0	0	0
Confidential Staff FT										
Hourly Staff										
Student Workers				2		3	3	3	3	3
FTE faculty Full-Time										
FTE faculty Part-Time/Overload										
Faculty Reassigned FTE Full time										
Faculty Reassigned FTE Part time										
Total Full Time Equivalent Staff		11.01	11.01	8.67		12	12	12	12	12

Unit Name: Admissions & Records

10. Outcomes Assessments

Outcomes Assessed	Outcomes data and interpretation	Conclusions Reached	Action steps	Program review conclusions
1. Academic Standard Petitions	Goal was to decrease 10% in petitions submitted. Reviewed # of petitions from academic year.	# of petitions submitted increased due to changes in state policy and challenges for students to interpret changes	Work with Enrollment Services Committee and MCPR for communication campaign to explain policy and changes	More training and understanding is needed to understand repeatability changes/policy.
2. Student paying fees on time for enrollment	Decrease % of students being dropped for failure to pay or make	% decreased or stayed same each semester	Work with Enrollment Services Committee	This process

	financial arrangements. Reviewed data % of students who were dropped each semester.		and Skyline departments (including MCPR) to better communicate to students	will be on-going
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Update from previous year's assessments (2012-2013).

Department/Unit:		Admissions and Records		Date: 9-16-13	
Assessment Facilitator:		Susan Lorenzo		Ext.4253	Email: Lorenzo@smccd.edu
Unit Mission Statement:					
Current year's assessment plan (2013-2014)					
Anticipated Service Area Outcomes (SAO): What are you trying to do, or what SAO are you planning to assess? NO MORE THAN 2	Assessment Methods: What assessment methods do you plan to use?	Timeframe: When Will Assessment Be Conducted and Reviewed?	Targets/Benchmarks: What is the minimum result, target, or value that represents success at achieving this outcome?	Use of Results: How do you anticipate using the results from the assessment?	
1. Academic Standard Petitions	Petition data, reviewing each type of petition and then comparing to previous semester/year – also identifying specific peaks when petitions are submitted	At end of each semester	10% reduction in petitions.	Assist with re-writing/editing petition document, looking at staffing needs to handle petition process	
2.					

ALUR--Resources Needed

Unit Name: Admissions and Records

11. Staff Needs

NEW OR REPLACEMENT STAFF (Faculty or Classified)

List Staff Positions Needed for Academic Year (3) Place titles on list in order (rank) or importance.	Indicate (N) = New or (R) = Replacement	Annual TCP*
1. Admissions and Records II <u>Reason: Person vacated position 2 months ago. The position is vital to transcript processing and concurrent enrollment processing as well as general A&R duties for college. Meeting needs of department is challenged without this position.</u>	®	\$64,000
2. Requesting 2 80% Measure G positions converted into 2 100% A&R positions <u>Reason: Originally was 3 Measure G positions but reduced to 2</u>	®	\$128,000
3. Division Assistant for Dean of Enrollment Services – The responsibilities for the Dean’s position has increased due to # of departments under position and expectations to fulfill these responsibilities argues the need for a Division Assistant to help manage budgets, programs, paperwork.	N	\$70,000

** TCP = “Total Cost of Position” for one year is the cost of an average salary plus benefits for an individual. New positions (not replacement positions) also require space and equipment. Please be sure to add related office space, equipment and other needs for new positions to the appropriate form and mention the link to the position.*

12. Additional Equipment Needs (excluding technology)

List Equipment or Equipment Repair Needed for Academic Year _____ Please provide a brief list of the needs of your unit on your campus below. Place items on list in order (rank) or importance.	Equipment: • (I)-instructional • (n) non-instructional	Annual TCO**		
		Cost per item	# Requested	Total Cost of Request
1. <u>Reason:</u>				
2. <u>Reason:</u>				

** Instructional Equipment is defined as equipment purchased for instructional activities involving presentation and/or hands-on experience to enhance student learning and skills development (i.e. desk for student or faculty use). Non-Instructional Equipment is defined as tangible district property of a more or less*

permanent nature that cannot be easily lost, stolen or destroyed; but which replaces, modernizes, or expands an existing non-instructional program. Furniture and computer software, which is an integral and necessary component for the use of other specific instructional equipment, may be included (i.e. desk for office staff) ** TCO = "Total Cost of Ownership" for one year is the cost of an average cost for one year. If equipment needs are linked to a position please be sure to mention that linkage.

13. Technology (Computers and equipment attached to them)++ Needs Not Covered by Current Budget:

NOTE: Technology; excludes software, network infrastructure, furniture, and consumables (toner, cartridges, etc)

Priority	EQUIPMENT REQUESTED	New (N) or Replace ment (R)?	Program: New (N) or Continuing (C) ?	Location	Is there existing Infrastruct ure?	Has it been repaired frequently?	Cost per item	Number Requested	Annual TCO* Total Cost of Request
1. Justification									
2. Justification									

- TCO = "Total Cost of Ownership" for one year is the cost of an average cost for one year. If equipment needs are linked to a position please be sure to mention that linkage. ++Technology is (1) equipment that attaches to a computer, or (2) a computer is needed to drive the equipment.

14. Facilities Needs Not Covered by Current Building or Remodeling Projects*

List Facility Needs for Academic Year_____ (Remodels, Renovations or added new facilities) Place items on list in order (rank) or importance.	Annual TCO*
	Total Cost of Request
1. Reason:	
2. Reason:	

15. Professional or Organizational Development Needs Not Covered by Current Budget

List Professional Development Needs. Reasons might include in response to assessment findings or the need to update skills to comply with state, federal, professional organization requirements or the need to update skills/competencies. Please be as specific and as brief as possible. Some items may not have a direct cost, but reflect the need to spend current staff time differently. Place items on list in order (rank) or importance.	Annual TCO*		
	Cost per item	Number Requested	Total Cost of Request

1. <u>Reason:</u>			
2. <u>Reason:</u>			

16. **OTHER NEEDS not covered by current budget**

List Other Needs that you are certain do not fit elsewhere. Please be as specific and as brief as possible. Not all needs will have a cost, but may require a reallocation of current staff time. Place items on list in order (rank) or importance.	Annual TCO*		
	Cost per item	Number Requested	Total Cost of Request
1. <u>Reason:</u>			
2. <u>Reason:</u>			

17. **Long Term Planning Needs (2 – 5 years from now)**

If your unit anticipates a significant* additional needs for personnel, equipment or facilities will occur two to five years from now please list those here*			
	Fiscal Year Needed	Number Requested	Total Cost of Request
1. <u>Reason:</u>			
2. <u>Reason:</u>			

**Significant needs are generally those with annual costs over \$20,000. They may be the result, for example, of institutionalizing a grant, anticipated growth, or major equipment coming to the end of its life.*

JOHN MOSBY**Dean of Enrollment Services**mosbyj@smccd.edu

Oversees all aspects of Admissions,
Financial Aid, Health Center, Psychological Services

SUE LORENZO**Registrar**lorenzo@smccd.edu

Office Manager
Supervises A & R Staff and Student Assistants
Registration Issues
Grades
Petitions
Multiple ID's

SHELDON CARROLL**Program Services Coordinator/Degree Audit**carrolls@smccd.edu

Degree/Certificate Evaluation
Degree Audit Programs
Incoming Transcript Evaluation
IGETC/CSU Certification

CASS CHRISTIAN**Admissions and Records Assistant III**christian@smccd.edu

Residency
Application Issues
Census
Academic Renewal

SILVIA MARTINEZ**Admissions and Records Assistant II**martinezs@smccd.edu

Veterans
Enrollment Verification
Degree Verification

MINERVA VELASQUEZ**Admissions and Records Assistant II**velasquezm@smccd.edu

International Students

VACANT**Admissions and Records Assistant II**desouzaj@smccd.edu

Outgoing Transcripts

Concurrent Enrollment (High School Students)

***ADRIANA ARMAS** (soon to be vacant – took another position)**Admissions and Records Assistant II**armasa@smccd.edu

Data Entry

Front Desk

Phones

Scanning-Indexing

Special Projects

ELNORE MARIANO*Admissions and Records Assistant II**marianoe@smccd.edu

Data Entry

Front Desk

Phones

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Measure G positions are coded by * symbol.